

APR 19 1945

APRIL 15, 1945



TWENTY-FIVE CENTS

Sales Management

SALES CONTROL

Selective-selling plans for concentrating on the Grade A accounts ★
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BRAND PROMOTION

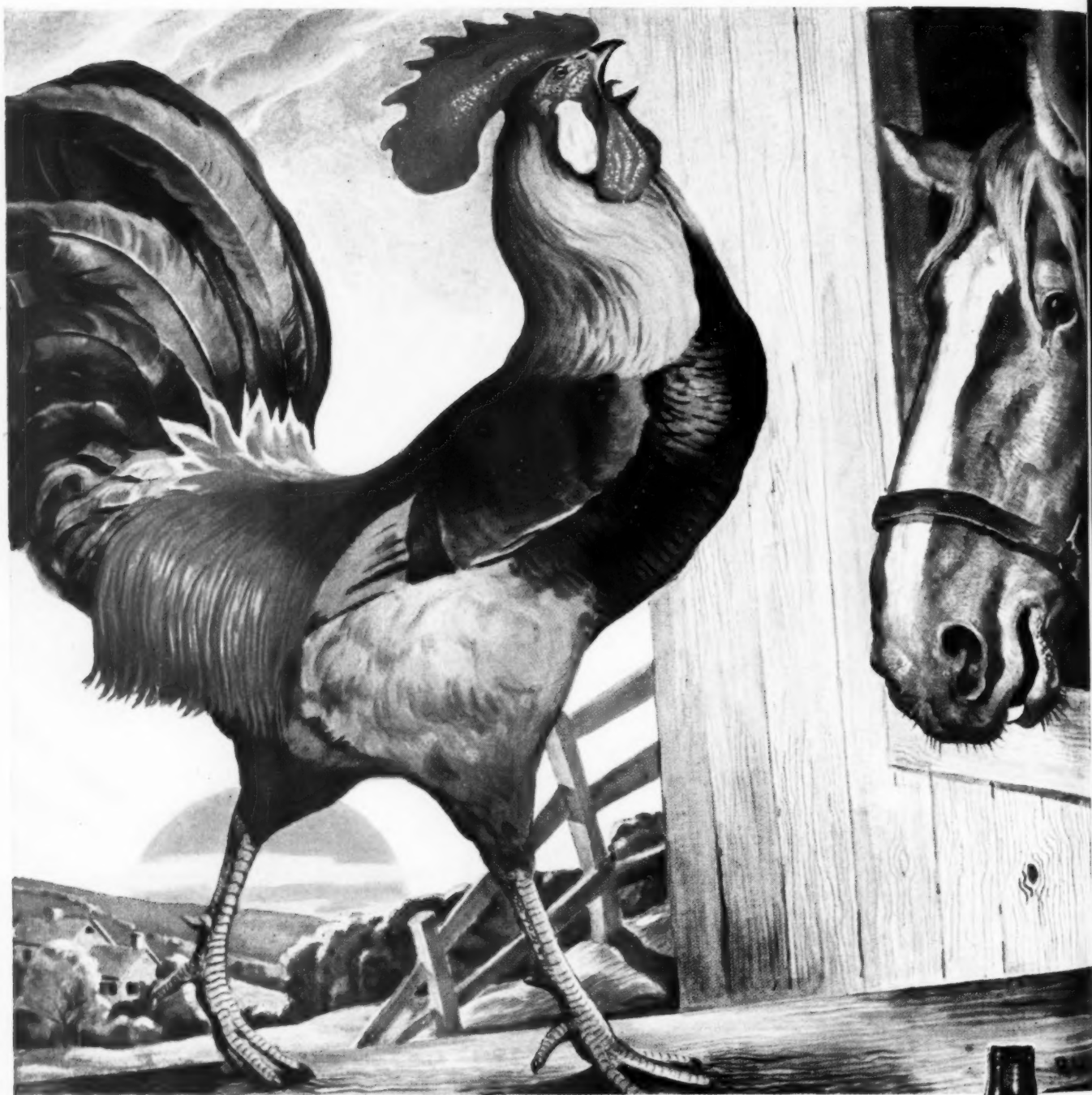
Is the \$8,000,000,000 textile industry ready for more branding? ★
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PRE-TESTING

How General Mills pre-tests packages and labels. PAGE 59 ★

Significant Trends—Scratch Pad—Marketing Pictographs

THE MAGAZINE OF MODERN MARKETING



For Bright Morning Taste...

WITH your first sip you'll begin to appreciate the "Bright Morning Taste" of SCHENLEY Reserve. Every drop is pre-war whiskey blended with choice American grain neutral spirits. Enjoy the famous "Bright Morning Taste" of SCHENLEY Reserve, soon!

SCHENLEY
Reserve
SELECT *PRE-WAR WHISKEY



*BLENDED WHISKEY 86 PROOF. THE STRAIGHT WHISKIES IN THIS PRODUCT ARE 5 YEARS OR MORE OLD. 40% STRAIGHT WHISKEY, 60% GRAIN NEUTRAL SPIRITS. SCHENLEY DISTILLERS CORP., N. Y. C.

BUY MORE WAR BONDS THAN EVER BEFORE—IN THE 7TH WAR LOAN



**"CRAZY PEOPLE!
MAKING WAGONS RUN
-WITHOUT HORSES!"**

IN THE early days of the Twentieth Century word swept over America about a strange thing that was happening in Detroit. A group of men there were "actually making wagons that could run without horses". These men, who changed the world by their inventive genius were either of Detroit or from its environs. Only one of the early automotive giants sprang from other than Michigan soil. That was the late Henry M. Leland.

Leland came West to make his fortune and finally landed in Detroit where he fell in love with the quiet beauty of the town, its solid substance and said: "Here is where I begin". His machine shop became the cradle of the Cadillac car and later of the Lincoln. Along with such other industrial giants as Henry Ford, R. E. Olds,

and the Dodges, a mighty industry came into being indigenous to the soil of Detroit.

These men built not only automobiles, but something else. They revolutionized industry by creating mass production because of the world-wide demand for Detroit's products.

It has been a great privilege to chronicle the work of men whose names became known around the world not only because of what they made, but because of the intensity of their spirits and the sheer love of creation that was a part of their very souls.

We say again, that it is a great privilege to publish a newspaper in Detroit . . . to be a part of this town that has become symbolic of the eternal frontier of America.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

**A DYNAMIC PAPER
SERVING
DYNAMIC DETROIT**



Sales Management

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SALES MANAGEMENT

NEXT-DOOR NEIGHBORS

...and they're all friends of WCCO

WE have a surprising number of neighbors—but then WCCO's 50,000 watts reach out across 139 counties of the Northwest and give us a long back fence. Despite the miles, these Northwest friends seem very close to us—and we to them, judging by the warm, neighborly letters they write . . . letters built of intimate, human facts about their everyday lives, problems and ambitions . . . letters that take us straight into their homes and hearts.

As neighborly as their invariable greeting that runs—"Dear WCCO...."

As friendly as the rough brown paper on which a Fairbault, Minn., farmer wrote: "*Our radio is the same one that picked up Lincoln's Gettysburg address, but it works good and it's usually tuned to WCCO because that's the station we like best. The corn crop is pretty good and the hogs are coming along first rate. Hoping you are the same, I remain . . .*"

As heart-warming as the thank-you from a mother in Marshall, Minn., when WCCO arranged for her to talk with an American Ranger (guest of a CBS program) who knew her son, had seen him injured in combat, and was able to assure her of his safe recovery.

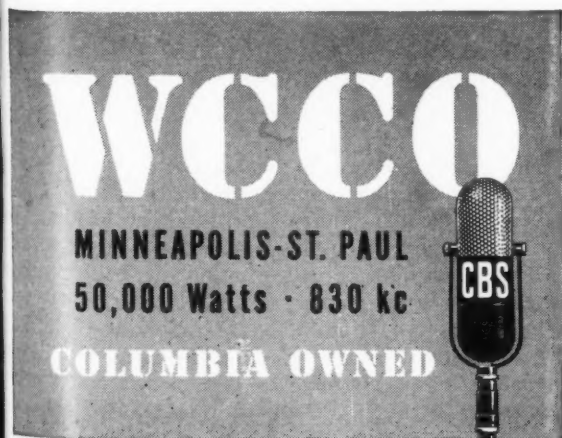
As inspiring as the V-mail letter from a wounded Air Forces man—and former WCCO listener—who tuned us in while flying over the South Pacific in a hospital plane and found it "*like a touch from home*".

As grateful as the letter from the Biwabik, Minn., parents we notified by phone to let them know their serviceman son would be heard that same day on a CBS-WCCO broadcast.

These are little letters, simple letters—yet WCCO never fails to acknowledge them all, fully and with equal friendliness, offering help and information when we can.

It's one of the many extra services that have brought us closer to our listeners, and made us even more genuinely a "Good Neighbor to the Northwest".

*"Good Neighbor
to the Northwest"*



REPRESENTED BY RADIO SALES, THE SPOT BROADCASTING DIVISION OF CBS



"Snips, Snails & Puppy Dog Tails"

If your home fills up with funny-looking little animals and figures that look like fugitives from the Never-Never Land, take a deep breath and face it—your children have probably become the owners of a Kritter Kit.

The Kit, in case you haven't heard, is a package of oddments—such as corks, peanuts, beads, feathers—with instructions for turning them into krittters or varmints of various kinds. In 1944, more than 100,000 Kritter Kits, retailing at \$1, were sold in toy, hobby, and other retail outlets. The originator, R. S. Leister, says he expects to increase this year's figure by 50%, if he can obtain enough packages.

You wonder why no one ever thought of it before. Kritter Kit is just a box of stuff that any family might throw away in the course of a day, with instructions and pictures to inspire you to make funny objects from them. It's applicable to all ages and degrees of skill, from that of the four-year-old to the highly creative gadgeteer. The simplest of tools are required—knife, razor, scissors, ink, crayon, paste, or glue. There are also suggestions for thinking up your own designs, and for assembling your private stock of raw materials, by saving such things as phonograph needles, thorns, rope, yarn, rubber bands, seeds, macaroni, egg shells, match boxes, and so on.

R. S. Leister, president of the Leister Game Co., Toledo, manufacturer of the kit, says that his original inspiration was a set of illustrations of figures made from vegetables and fruits, by Henry Rox. These appeared in *Coronet* several years ago. There was Dulcy, a damsel with a head consisting of a peach, bathing in a cantaloupe tub. There was a sad horse, with a long cucumber head and stringbean ears.



A corn cob, matchsticks, and ingenuity—and you have a krittter.

SALES MANAGEMENT, with which is incorporated PROGRESS, published semi-monthly on the first and fifteenth; copyright April 15, 1945, by Sales Management, Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$5.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879, April 15, 1945. Volume 54, No. 8.

These and other examples of Mr. Rox's handiwork put an idea into Mr. Leister's head. He reasoned that the expert Rox craftsmanship would be beyond the skill of most people. The Rox effects also depended partly upon finding freak vegetables. But there should be a good chance of success for a package of odds and ends, with accompanying directions, to enable both adults and children to create amusing little figures.

Gamester Leister had already successfully launched a dozen or so packaged party games, among them "At Ease," "Kiddie Kapers," "Party Capers," and "Game Kit." Before bringing out this new and different kit, he did considerable market research. He consulted teachers, and the staff of the School of Design of the Toledo Museum of Art, and was assured that the product would fill a need for youngsters, from pre-school age upward.

The first kits were made on the Leister dining room table, with Reggie, aged seven, and Peggy, aged three, as collaborators. The family fun became a business venture, which spread after six months, from the basement to a two-story brick building.

Like other Leister items, Kritter Kit is attractively packaged, the illustration on the cover showing an entire family making funny doodads. There are 18 different things included as raw materials: dyed peanuts in the shell, corks, modeling clay, feathers, beads, bits of metal, buttons, etc. The accompanying 32-page booklet, in two colors, contains line drawings and photographs of krittters, and instructions for making them. A banana lady, with a walnut-shell hat, match-stick arms, and nose and hands of modeling clay, is a streamlined soprano. In an orange-rind baby buggy, with carrot-ring wheels, there are string bean twin baby passengers. Snakes and worms, because they are easy to make, are favorites.

With a weather eye for future editions, Mr. Leister cannily inserts a coupon for purchasers to use in sending photographs of original Krittters back to him. People who make things with their hands like to show them and tell about them, and the Leister correspondence has perked up since the kit has been on the market. In fact, you might even call it a cavalcade of cockeyed ideas.

Oil and Its People

Starting from scratch about a year and a half ago, Standard Oil Co. of New Jersey has built a collection of 10,000 photographs which show activities of the organization in its refineries and producing fields. You might not think that an oil company would lend itself to such exhaustive pictorial treatment but it does, as was shown at a special exhibit recently of some 200 out of the 10,000 photographs at International Print Studio.

The use of photographs by Standard Oil, as a public relations tool, is all the more remarkable in view of the fact that the company, unlike many others, had not previously employed staff photographers or set up camera departments within the organization. It had, of course, employed photographers on many occasions, and it had bought photographs for its house magazine, *The Lamp*, and other company publications. But there had been no systematic plan to assemble even a skeleton selection of photographs of the firm's diverse operations.

M & F CIRCULATION CENSUS A SPACEBUYER'S YARDSTICK

EXCLUSIVE PLAN WELCOMED BY ADVERTISERS SEEKING DETAILED COVERAGE FACTS

The day is past when advertisers will accept the loose term "blanket coverage" as sufficient evidence of a publication's worth. That's why Mill & Factory's unique *Census of Circulation* which details the Who-What-Where space dollars deliver in MILL & FACTORY has met with so much favor among industrial advertisers. The facts are all there, showing

- 1—Total number of worthwhile industrial plants,
- 2—Authoritative financial ratings of each,
- 3—Names and positions of men in these plants who receive and read MILL & FACTORY regularly.

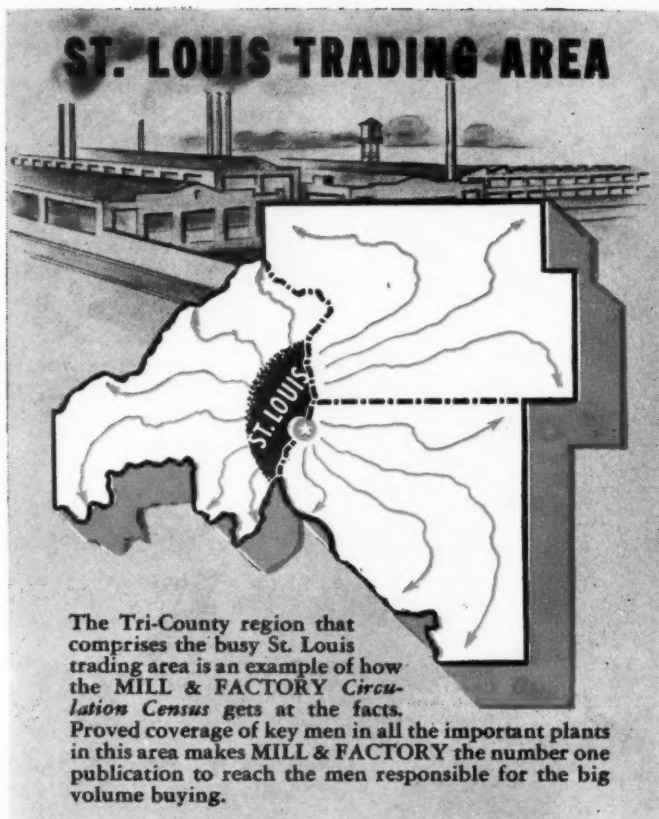
This *Circulation Census* is made possible by the experience and cooperation of the 132 leading Industrial Distributors in the areas analyzed. It is based on up-to-the-minute facts ferreted out by the 1200 salesmen of these distributors who are continually building and checking MILL & FACTORY's circulation.

AN "EYE-OPENER" FOR SALES & AD MANAGERS

Advertising and Sales Managers who have seen the *Census* praise it . . . they see it as made-to-order for the factual planning today, preparing for the changes that must follow Victory. Every executive who wants to be sure his advertising dollars are delivering full value should see it.



Write or call CONOVER-MAST CORPORATION, 205 East 42nd St., New York 17; 333 No. Michigan Ave., Chicago 1; Leader Building, Cleveland 14; Duncan A. Scott & Co., West Coast Representatives, Mills Building, San Francisco 4; and Pershing Sq. Bldg., Los Angeles 13.



PLANT RATING & COVERAGE TABLE ST. LOUIS TRADING AREA

RATINGS	NO. OF PLANTS (branches, warehouses omitted)	PLANTS RECEIVING MILL & FACTORY
AAA	98	98
AA	26	26
A	9	9
B	41	41
C	36	36
others	?	118

MILL & FACTORY'S CIRCULATION

... covers all worthwhile plants in trading area
... reaches the men who can say YES and make it stick.





DINAH SHORE

The nation's favorite feminine songstress, heard on the Birds Eye Frozen Food program Thursday at 7:30 P.M. over WMC.



PERRY COMO

Singing star of the Chesterfield Supper Club heard Monday through Friday over WMC at 6:00 P.M.



BING CROSBY

"Der Bingel," the one and only, star of the Kraft Music Hall heard on WMC Thursday at 8:00 P.M.

● Here is "socks" appeal with a capital S . . . three of the many reasons why WMC's Hooper leads all other radio stations in Memphis.



MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC-Memphis
WJDX-Jackson, Miss.
KARK-Little Rock
WSMB-New Orleans
KWKH-KTBS-Shreveport

OWNED AND OPERATED BY THE COMMERCIAL APPEAL

NBC NETWORK

5000 WATTS • DAY AND NIGHT

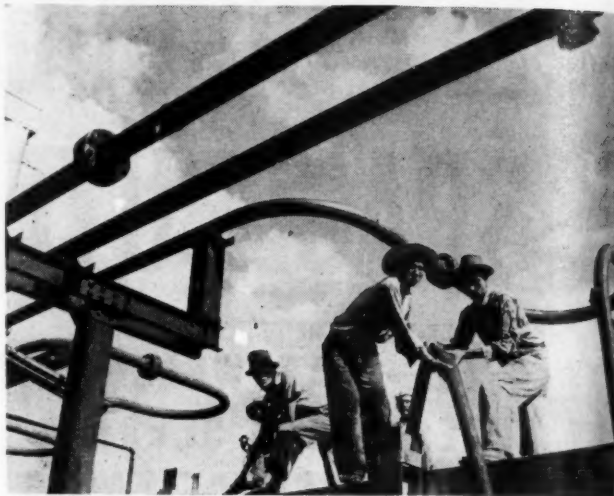


Photo by Vachon

There's drama in the story of oil and its people.

All this is changed now, since there are remarkably detailed picture stories not only of the business and industrial operations, but also of the home life and social activities of the workers of Standard Oil's plants and fields at Elizabeth, N. J., Normal Wells, Canada, Elk Basin, Wyo., Baton Rouge, La., Aruba in the West Indies, and Venezuela—and points in between.

The company was fortunate in its choice of a man to head the picture project. He is Roy Stryker, formerly in charge of photographic operations of the Farm Security Administration (which later became a part of OWI.)

The plan under which the SO pictures have been produced is unusual. The photographers are not permanent members of the organization. They are hired by the job, paid salaries and expenses, and sent out "on location," much as news-cameramen are.

Being a member of Mr. Stryker's picture corps is strenuous business. To perform his (or her) duties satisfactorily, a photographer must climb derricks, wriggle between machines, scale a lofty "cat-cracker," perhaps all the while lugging heavy view camera equipment. The photographer must be willing to go wherever SO workers go; but, since part of the job is showing how members of the SO family live and play, he must also be a good enough mixer to win friendly cooperation from employees and their families.

The photographers who have done most of the work thus far are Esther Bubley, John Collier, Harold Corsini, Irving Geis, Sol Libsohn, Nelson Morris, Gordon Parks, Edwin and Louise Rosskam, and John Vachon.

There is more than a little of the "documentarian" in the make-up of most of the group of photographers. They do little posing, but strive to show things as they are. Perhaps that is why so many of the portraits they have made of workers (old-timers, especially) are such unforgettable character studies.

The photographs which were shown at the International Print Studio are of considerable diversity, some of them characterized by striking patterns—of machines, wells, pipes, etc.; others show the geographic features of the regions in which they were made. It is a maxim with Roy Stryker that the story of oil cannot be told without including the people who get it out of the ground and to its market, so the SO collection shows many people at work and at play.

APPO
White
sales
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NEWS REEL



BERNEGGER

APPOINTMENT of two Whitehall Pharmacal Co. sales executives has been announced by Walter Silbersack, executive vice-president and general manager, American Home Products Corp.: Ira D. Joel becomes director of chain store sales and E. L. Bernegger is sales manager of the firm in charge of retail and wholesale sales.



JOEL



DUFFY

JAMES P. DUFFY has been named advertising and sales promotion manager of Schenley Distributors, Inc., New York City. Mr. Duffy formerly was an account executive with Dancer - Fitzgerald - Sample.



TRUSLOW

THOMAS H. TRUSLOW, Jr., has been appointed sales promotion manager, Consumer Products Division, Corning Glass Works. He formerly was associated with Snider Packing Corp. and Reynolds Metals Co.



RYERSON

ROBERT E. RYERSON, formerly general sales manager and recently acting head of the Eastern Division Sales Department of the Tide Water Associated Oil Co., has been appointed vice-president of the company.



BUSSMANN

A. G. BUSSMANN has been elected vice-president in charge of sales of Wickwire Spencer Steel Co. He will direct all sales and merchandising operations of Wickwire Spencer and all of its subsidiaries.



MCCARTHY

JAMES E. MCCARTHY has been made sales manager of the new Automatic Blanket Section, General Electric Co. He already has completed appointment of distributors for marketing the blanket nationally.



It's hard to keep UP... with HAWAII

Hawaii's working thousands have increased so greatly that in January 1945, Honolulu needed 21,295 additional dwelling units. By the end of the year, the figure will reach 36,000 if the influx of workers continues at its present rate.

Activity on the Islands has multiplied. Business for 1944 more than doubled that for the pre-Pearl Harbor year, 1941.

- ★ Retail sales soared to \$386,426,009
- ★ Civilian payrolls hit \$346,688,224
- ★ Bank clearings reached \$1,558,841,290
- ★ HONOLULU ADVERTISER circulation climbed to nearly 150,000 . . . a five-fold increase in four years

Hawaii is a major market opportunity now . . . and its importance is steadily increasing. Keep up with Hawaii through the HONOLULU ADVERTISER and Radio Station KGU.

Hawaii, The Island Empire, An Advertising Paradise.

THE ADVERTISER PUBLISHING COMPANY, HONOLULU, HAWAII

Honolulu ADVERTISER
CIRCULATION OVER 145,000



Radio Station K G U
HAWAII'S NBC STATION

**IT'S THE STATION
THAT GOT ME
A GOOD JOB**

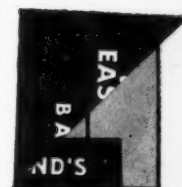


Helping put our
returning G.I. Joes
into suitable jobs
is a job
now actually being
undertaken by WGAR.
We believe that
any radio station
to be valuable to
its advertisers
must render a
vital service to
its community.



CLEVELAND'S
WGAR
THE FRIENDLY
[18]

FREE SPEECH
"MIKE"



[19]

Are Your
Sales Letters
Down in the
Mouth?



Do your sales letters say a bright "Good morning" or do they weakly mumble "Hi"?

Do they droop and flop when they start to sell or do they stand up with plenty of snap?

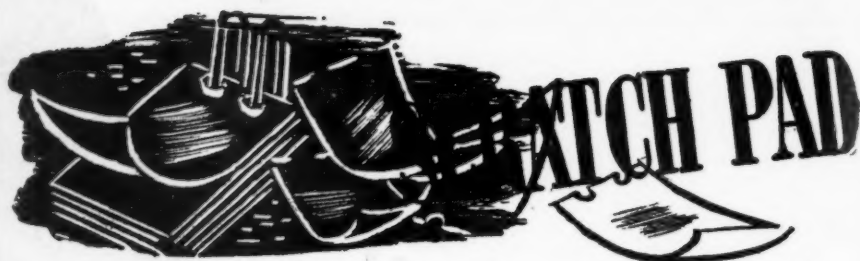
The difference lies in the paper you use . . . a most important point. And that is why many sales managers specify Atlantic Bond.

Atlantic Bond, a genuinely water-marked, economical sheet, is available in white plus seven striking colors.

Send for a copy of our new, helpful sample portfolio of "Eastern Papers for Business."



for Best Results
EASTERN CORPORATION
BANGOR, MAINE



Those robins on the lawn are a welcome sight to your reporter, who thinks the best possible use for ice is at the bottom of a long, tall glass.

Speaking of flat-top take-offs, says Jack Lutz, how about Jack Benny's toupee? The same correspondent cites the headline: "Sunkist Advertises Because of Big Supply of Navel Oranges," commenting that he had noticed a big increase in the birthrate.

The Los Angeles Period-Furniture Mfg. Company announced its Silver Anniversary with a mailer to which was affixed a shiny, new 10-cent piece. Their dime is my dime. Heigh-yo, silverpiece, etc.

Don Miller, of Columbia Broadcasting's Radio Sales, offers a slogan for some alert stocking-manufacturer when nylons come back: "The shin you love to clutch."

York-Shipley, Inc., York, Pa., is still wondering how to comply fully with a letter received a few months ago, saying: "Kindly mail a copy of 'York Heat' to the address below along with your representative in Cleveland." I've changed the name of the town for obvious reasons.

"Interest Paid on Savings-Accounts," reads an outdoor poster for one of our local banks. Yeah, but *that* much interest is hardly worth advertising.

Jeanne Searle, publicity-director of San Antonio's Station WOAI, let me peek at a wire received awhile back. It read: "Retel Ex-Lax, okay between eight forty-five and nine A. M. Thursday. Effective tomorrow." The Western Union operator had added thoughtfully: "I hope he means the program."

Leroy Miller packs his 7-to-9 morning show over KYW with many a quickie whose specific gravity is never too much at breakfast-time. Like this one, frexample: "Waiter, shut that window. My steak has blown off the table five times already."

Ted Baral, account-exec at Gray & Rogers, tells me about the Three Bears.

With a low growl, Papa Bear said: "Who's been sampling my Scotch?" The Mama Bear, in a petulant soprano, said: "Who's been into my bottle of rye?" The Baby Bear looked up at both of them a little unsteadily and went: "Burp!"

The director of a local funeral parlor told this one to Jim Gallagher recently. Everybody was squirming as the parson droned on and on in some tearful lamentations. The director leaned over to one of his assistants and whispered: "He doesn't know how to close a sale!"

"People in the mass rarely act mysteriously. Occasionally, individuals do, but generally for a good reason. Like the fellow who was asked by his friend why he had married a girl with a face like a goat, a figure like a cow, and a disposition like a wildcat. 'Well,' he said, 'you know how it is in the country in the Spring . . . the odors of freshly plowed earth, warm breezes sighing through the apple-blossoms, the birds singing, the moonlight glinting on the shotgun her old man had over his arm . . .'"—From a bulletin sent out by *fueloil & oil beat*, (as they write it).

Marty Musket knows of a dim-wit who was "testing" matches. He takes one out of the match-book. Strikes it. No light. Throws it away. Takes out Number 2. Strikes it. No light. Throws that away. Strikes fire with match Number 3. Stares in fascination. Puts it back in the match-book, saying: "That one works. Think I'll save it."

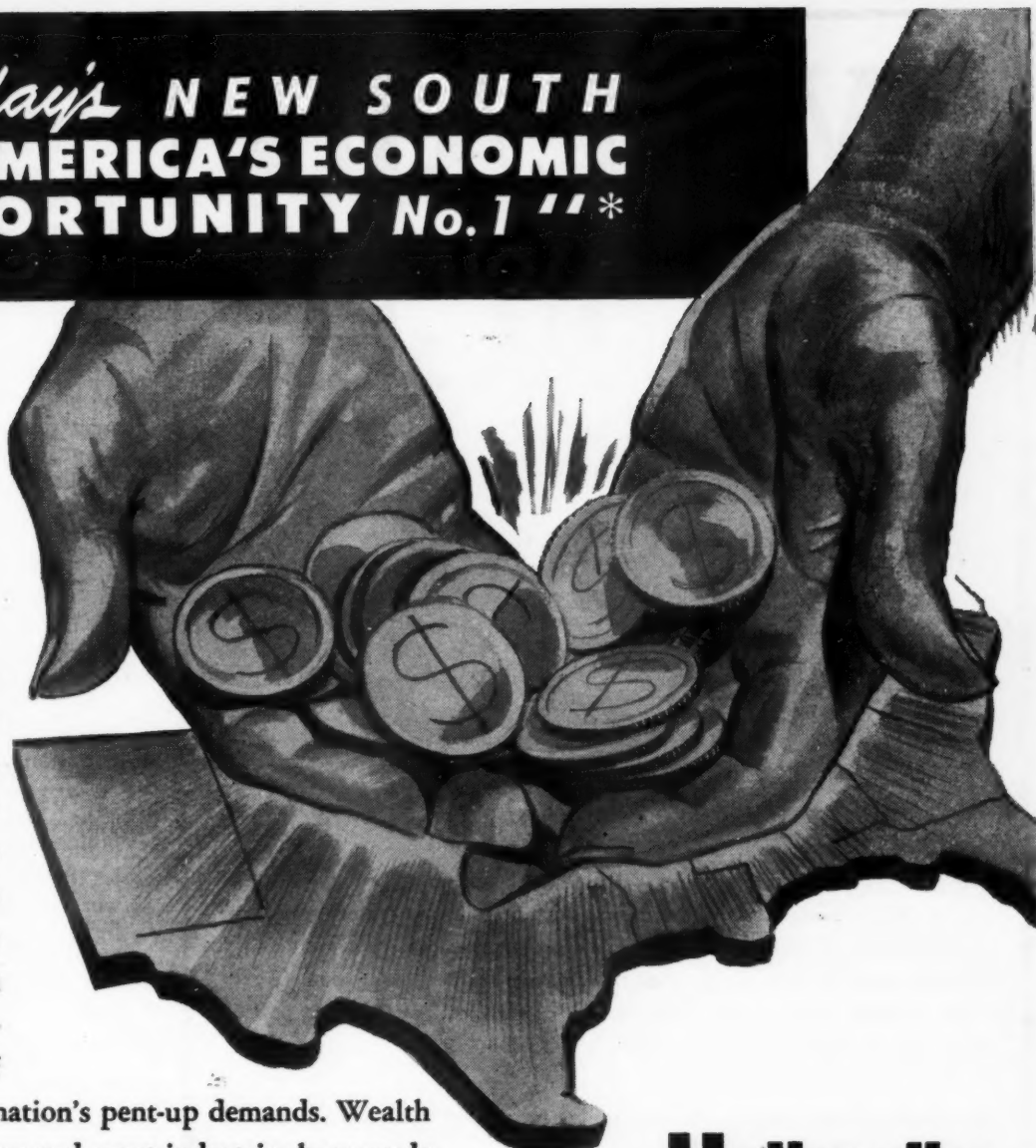
The same correspondent thinks the *Reader's Digest* missed a bet for its small-business ideas by not including steam-heated park-benches.

Pvt. Beau Beals, with a combat-troop somewhere in Western Germany, V-mails me about a camp-ditty with the engaging title: "Sweet Heloise Has a Social Disease."

Canada's John Love agrees with the column on Borden's Elsie, the cow; she makes him sh-udder, and that's no bull, Elmer. (It says here.) He

SALES MANAGEMENT

—Today's NEW SOUTH IS "AMERICA'S ECONOMIC OPPORTUNITY No. 1" *



Possessing nearly one-third of the nation's mineral wealth, the South is a major factor in producing the goods that are helping win the war. When peace comes, that same wealth will help the South produce great quantities of postwar goods for the nation's pent-up demands. Wealth from its natural resources and great industries have made the South an economic gold mine. The fact that the level of per capita purchasing power has risen more rapidly in the South than any other region makes today's New South an advertiser's gold mine! Hit pay dirt now—mine greater postwar profits by reaching the great Southern market through Holland's—the magazine of today's New South!

*Donald M. Nelson

Holland's

The Magazine of the New South

52 VANDERBILT AVENUE, NEW YORK 75 EAST WACKER DRIVE, CHICAGO...
205 GLOBE DEMOCRAT BUILDING, ST. LOUIS... West Coast Representative: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO... GARFIELD BUILDING, LOS ANGELES

DALLAS, TEXAS

IT TAKES **Holland's** TO GIVE FULL COVERAGE OF THE SOUTH

Swing your advertising schedule into balance in today's New South—with Holland's! Whether you use leading general magazines, leading women's magazines, or leading magazines in the shelter group—unless you use Holland's, your ad will lack from 14% to 30% of the coverage you get throughout the rest of the nation. But ADD Holland's, and in every case your coverage of the South jumps to more than 100% of the national average! Here's how Holland's gives you FULL coverage of the South.

2 Leading General Magazines	86.4% of National Average Without Holland's	118% WITH HOLLAND'S
3 Leading Women's Magazines	86.25% of National Average Without Holland's	105% WITH HOLLAND'S
2 Leading Shelter Magazines	70.50% of National Average Without Holland's	111% WITH HOLLAND'S

WE LAID AN EGG



For years we ignored it because we thought it wasn't big enough to talk about. We knew that of all the crops which midwestern farmers produce, they probably looked upon their "egg crop" as the least. It was recently brought home to us, however, that the average farmer's "egg money" gets a lot of groceries and many times there is enough left over to buy a pair of shoes for the baby or a knickknack for the wife.

What seemed insignificant to us actually assumed a 50 million dollar aspect in the Sioux City market in 1944.

Last year hens of the Sioux City territory laid approximately 1,896,738,228 eggs. They were sold at an average price of 34c per dozen. The total "egg money" amounted to \$53,740,916.46. It was hardly "chicken feed."

What an egg we laid!

Yet, in a market which produces such an abundance of corn, wheat, oats, barley, flax, rye, buckwheat, hay, honey, fruit, potatoes, milk and cream, hogs, cattle, horses, mules, sheep and wool, chickens and turkeys, it was still comparatively insignificant.

*All figures from tentative estimates
U. S. Department of Agriculture



The Sioux City Journal
JOURNAL-TRIBUNE

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
NEW YORK — CHICAGO — DETROIT
ATLANTA — SAN FRANCISCO

signs-off with a slogan for an undertaker: "Eventually, why not now?"

Bob Graham reports Tessie O'Paque as saying she likes the new collegiate sport of shooting with bow and arrow, but that when they moved the target back ten feet, it was a case of hardening of the archery.

Poetic License Dep't: "Hi there, Bill. I'll be ready in a jiffy. Quick, Mae, take over so I can finish my tub with our delightfully fragrant Kirkman Complexion Soap . . . so pure, white, and gentle, and only 5c!" They might have added: "And for sale at all grocers' in the giant, economy-size, Mae. Be sure to tell Bill."

Frank Brown saw this don't-fence-me-in sign while driving through Batavia, N. Y.: "No Parking to Corner Police."

Stopper by Westinghouse Electric: "Caution . . . eyes at work."

Next week, when delegates of the United Nations meet in San Francisco, let them recall that World War II was what the medicos call "secondary infection" . . . and from the same source.

GRAND (?) OPRY

On the opening night of the recent Grand Opera Festival in San Antonio, Texas, "Red River Dave," colorful singer of station WOAI in that city, was waiting in the foyer of the auditorium for a photographer who was to picture him with the stars.

Among the brilliant coterie of top hats, jewels, corsages, and glamour milling about before curtain, Dave noticed a typical weather-beaten Texas rancher . . . boots, 10-gallon hat, breeches and all . . . standing to one side. The rancher spotted Dave almost simultaneously, in his own picturesque regalia, and strode over, sensing a kindred spirit.

"Howdy, Pardner," said the rancher, putting out his hand.

"Evenin'," replied Dave.

"This wheah y'all get yo' tickets?"—motioning toward the box-office.

"Shore is," Dave answered.

Lowering his voice, with an air of conspiracy, the rancher drawled: "Ah drove in heah 70 miles from the plains t'see this opry. Now, could you tell me, Son, wheah Ah'll find Roy Acuff?"

The "opry" was "La Boheme," starring Grace Moore and Nino Martini! Roy Acuff is on radio's "Grand Ole Opry!"

The East Falls *Bulletin*, which refers to Elliott's pooch (Blaze) as "a publicity-hound," says a convict is the only person who likes to be stopped in the middle of a sentence.

Nice twist by Jenkins Valves: "Shaper of things to come."

—T. HARRY THOMPSON

SALES MANAGEMENT APR

American Corner



Around this corner in Springfield, Vermont, and across the river, you'll sight the stacks of three of America's fine machine tool makers. There's the Bryant Chucking Grinder Co. . . and close by, Jones & Lamson . . . and up river a way, the Fellows Gear Shaper outfit. And out on the neighboring hills live 20 of the management-men, 20 Business Week subscribers whose decisions have so much to do with making those plants go and grow.

And see those signs along the street—Amoco, Sunoco, Central Vermont Public Service . . . translate them too into dozens of Business Week subscribers throughout those organizations.

This magazine has no corner on management-men, but it *is* the only magazine which limits its circulation to them. You'll find them reading it, using it, wherever you turn and there's real work being done!

You have many things to say to management-men



and one best place to say them

APRIL 15, 1945

[25]



An era of moving sidewalks, elevated rubber railroads and never-stopping underground belts on which people ride will descend on the American scene with a sudden swiftness once World War II is terminated.

The birth of that era, bordering on the fantastic in the layman's mind, is one of the marvels of the future now being concocted in the postwar planning pot of Akron industry.

It will be an outgrowth of the rubber industry's conveyor belt business. It will revolutionize transportation of both freight and human cargoes, and itself become a gigantic multi-million-dollar industry. Its scope, its potentialities are endless. Conveyor belts, figuratively, will gird the nation and eventually the globe. They will institute a brand-new mode of transportation.

This is another reason why Akron, a rich war-time market, will be a prosperous peace-time market—one you cannot afford to overlook when planning your postwar sales programs.

AKRON
BEACON
JOURNAL

Represented by:

STORY, BROOKS & FINLEY

New York • Philadelphia • Chicago
Cleveland • Los Angeles • Atlanta

Washington Bulletin Board

Census Reports

Disputes in Congress and the press over some of the censuses, surveys and studies proposed by the Census Bureau leave the picture confusing for some of us who have found Census reports invaluable in past years. Can you tell us what is actually being done, and what reports are, or will be, available?

The best answer to this question is to tell you of a plan devised by J. C. Capt, director of the Bureau of the Census, after the publication of several experimental subject guides on which the suggestions of interested businessmen were requested. Hereafter the Bureau will publish three listings which will provide an accurate and complete guide for the users of Census Bureau statistics. They will be:

"*Census Publications, Program for the Year*," issued annually, outlining the publication program for the ensuing year, with an annotated list of all regular publications, and descriptions of any major changes in the program.

"*Census Publications, List of Publications Issued*," prepared monthly, showing all special publications, parts or series during the month, with annotations as to changes in the regular publications.

"*Census Publications, Subject Guide*," issued monthly with all subjects covered in publications during the month listed in alphabetical order.

Any or all of these will be sent in response to specific requests for the parts desired. Address Director, Bureau of the Census, Washington 25, D. C.

Surplus War Goods, Again

Is there any estimate available as to the relative prices being accepted by the Government for surplus war goods, in comparison with actual value or cost?

Yes. The Surplus Property Board answers this question with a compilation of figures on sales made in January by the Treasury Department Procurement Division, most of which were under \$5,000 each. Percentages of cost or appraised value included: motor vehicles and parts, 76%; hospital, surgical, medical and dental supplies and equipment, 77%; drugs and medicines, 52%; construction, mining and related machinery, 67%; apparel and footwear, 58%.

Upon request, you may obtain from the Treasury Department Procurement

Division, Washington 25, D. C., monthly listings of all items sold (by regions), together with the amount paid and the name of the purchaser.

Government Aid in Training?

Is any Government assistance available for the training of salespeople and other business employees where they are badly needed because of the manpower shortage?

There is a Government source of funds for such training which has been successfully used in many communities but has been widely overlooked in others, due apparently to lack of knowledge of its existence. The George-Dean Act, passed by Congress effective July 1, 1937, made Federal aid available to the states for training workers employed in distributive occupations. It is almost identical to the more familiar Smith-Hughes Act for vocational education and requires state or local matching of the Federal funds. In some instances, training programs are initiated in the local schools; in other cases they are organized in response to requests from local businessmen.

Businessmen, individually or in organized groups, who are interested in such a training program should consult their State Board of Vocational Education or the U. S. Office of Education, Washington 25, D. C.

Keeping Up With WPB

Under the War Production Board policies which seem to change sporadically with every new development in the military and supply picture, is there any way a distributor can keep abreast of what is actually being done in regard to manufacture of civilian goods?

Yes. Distributors will find most useful a periodic list of "spot authorizations" which is issued by the War Production Board, and it will be particularly useful after V-E day. This report gives the names and addresses of all firms authorized to resume manufacture of civilian goods, together with an itemized list of the articles they will make. It is a cumulative list and can be obtained from the WPB's Controller Division, Social Security Building, Washington, D. C. WPB has approved 4,768 spot authorization applications out of a total of 6,258 requests. While the volume of civilian

SALES MANAGEMENT

Put Your Story on Film

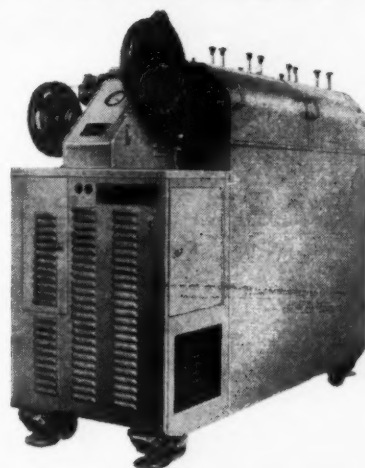
- ★ TRAINING
- ★ SELLING
- ★ PRODUCT EXHIBITS
- ★ TIME AND MOTION STUDIES
- ★ PUBLIC RELATIONS
- ★ COMPANY ACTIVITIES

...and Process Your Film with a HOUSTON

Your products, your services, your selling or training programs — in fact, every activity of your business now handled orally can be done visually many times better and more effectively. And by visually we mean motion pictures.

Once you have your story on film, a Houston Film Processor takes over and automatically and completely processes the film. This means that your salesmen, service men and everyone connected with the selling of your product or service can have ready-to-use film when and as needed, in any quantities.

Houston Film Processing Machines are the modern adjunct to modern business methods. *You* can profitably use a Houston in your business. Write today for literature and prices.



HOUSTON MODEL 11 FILM PROCESSOR AUTOMATICALLY PROCESSES...

16 mm negative, positive and reversal film. Completely self-contained. Portable. Compact. Requires no extra equipment. Processing speeds up to 20' per minute.

THE HOUSTON CORPORATION
11801 W. OLYMPIC BLVD. • LOS ANGELES 25, CALIF.



Houston

"TOMORROW'S PROCESSING METHODS TODAY."

EDITORS • PUBLIC OFFICIALS • FINANCIERS • MERCHANTS
ENGINEERS • LAWYERS • SOCIAL LEADERS • DIPLOMATS
CONGRESSMEN AND WOMEN • JURISTS • MANUFACTURERS
PERSONNEL
CHEMISTS • ARCHITECTS
PHYSICIANS • BUILDERS
JUDGES • WRITERS
DIRECTORS • BUYERS
TARY AND NAVAL
CTUARIES
PORTS
D
IERS
GYMEN
EOLOGISTS
RMACISTS
ADVISORS
BOB
INVESTORS
RADIO EXPERTS
MANAGERS • AGRICULTURALISTS • SENATORS • BANKERS
SECRETARIES • MOTION PICTURE PRODUCERS • ECONOMISTS
REALTORS • COMMENTATORS • PUBLISHERS • DENTISTS

INFLUENTIAL PEOPLE
read

Harper's Magazine

The men and women who read Harper's Magazine are the men and women who influence the opinions—and buying habits—of hundreds of thousands with whom they are in business, political, professional or social contact.

goods turned out by these firms is not great, most of them are getting started with what materials and labor they have available.

The Industrial Reference Service

What is the Industrial Reference Service of the Department of Commerce and how can it be used by the average businessman?

The Industrial Reference Service has recently been reinaugurated by the Department after a lapse since the beginning of the war. All of its reports are available to businessmen at an annual subscription rate of \$1.50, through the Superintendent of Documents, Washington 25, D. C., or through the field offices of the Department. Exhaustive studies made by Department analysts and specialists covering many phases of the distributive field, domestic and foreign markets, transportation factors and many other questions are issued from time to time. For instance, a series of seven studies of air-cargo potentials between the U. S. and South American countries are currently available.

Canadian Price Control

Will Canada continue price controls, and will they be modeled after U. S. policy?

C. D. Howe, Minister of the Department of Reconstruction, states that price control in Canada will "continue until sometime after the war with Japan ends." As a matter of fact, Canada is going ahead with these plans without waiting to see what the U. S. will do.

Price Administrator Chester Bowles was favorably received when he went before the Senate Banking and Currency Committee to ask an 18-months' extension of OPA. Best information on Capitol Hill is that Congress will renew OPA for at least 12 months well in advance of the expiration of the present Act on June 30 this year.

SALES MANAGEMENT'S
16th ANNUAL
SURVEY
OF BUYING POWER
will be published
MAY 15

SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending April 15, 1945

Automobiles Before Shirts

V-E DAY LOOKS JUST AROUND THE CORNER as this is being dictated, and if it does come soon it will catch a lot of us unprepared. The Army has been slow in submitting cutback figures, and there is widespread suspicion that the stalling has been deliberate so as to prevent any advance planning for lifting controls.

What seems to be the best consensus, is that there will be a cutback of from 30% to 40% in military production the first year after V-E Day, and The Research Institute of America predicts that such heavy goods industries as airplanes and trucks will be out of war production faster than soft goods and textiles, and that a flexible spot authorization plan will control reconversion as soon as Eisenhower flashes the signal that all is over over there. This will include progressive relaxation of manpower restrictions and an increase in materials which have been under priorities.

The Committee for Economic Development in a recent letter quotes one Washington official as having stated categorically that no employer was meeting his responsibility in full unless his plans were ready now for both V-E Day and V-J Day. Officials distinguish sharply however between planning for reconversion and expansion and engaging in acts of reconversion.

Everyone realizes that the cutbacks following Victory will result in considerable unemployment and that if this unemployment is continued for too long, a dangerous situation might ensue.

So business must be ready with its plans—but these plans will be abortive if Washington fails to be prompt, decisive and coherent in its relaxation policy.

Can There Be 60,000,000 Jobs?

A READER TAKES US TO TASK for having stated in the March 15 Significant Trends department that "four out of every ten post-war workers must be found in the sales, service, and distribution fields if we are to find employment for fifty-five to sixty million workers." He says he agrees that a vast number of new jobs must be found in those fields, but "I hope I can get you to go along with the sound thinkers in leaving off any mention in the future to sixty million jobs. That is playing right into the hands of the New Dealers who are trying to perpetrate a con-game on their own."

He enclosed a bulletin from the Committee for Constitutional Government, Inc., which states, "when it is found later that sixty million do not have jobs, our totalitarian liberals will roar, 'Well, we told you so. Private enterprise has failed. It said it could provide the jobs. We gave it its chance. Now we will take over. We will provide the jobs and tell you what to do, where to do it, and what you get.'"

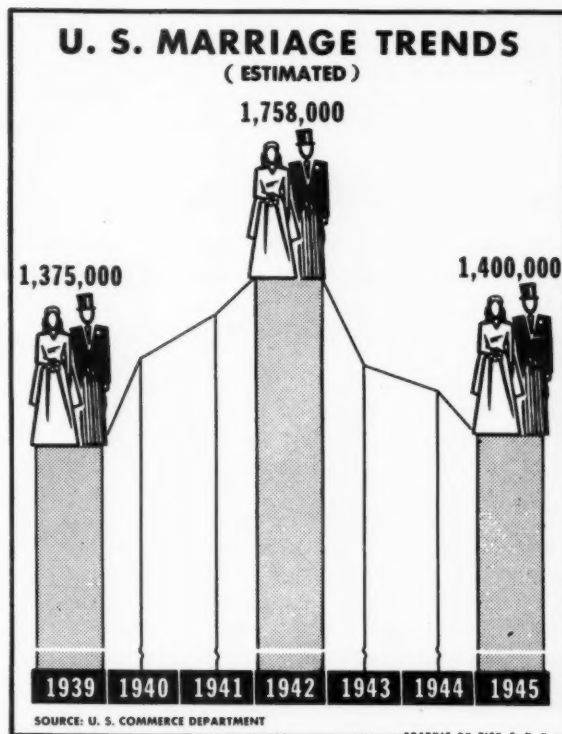
No one knows precisely what the total will be of those employed or seeking work, but as conservative an organ-

ization as the National Industrial Conference Board, Inc., tells us that late last year more than sixty-five million men and women were engaged in American industry, or were in the Armed Forces; an equally conservative organization, the J. Walter Thompson Co. (see page 130 S.M. for April 1) puts the *minimum* of those seeking work at fifty-seven million, and the company's representative, Arno H. Johnson, is willing to settle for sixty million as a probable figure.

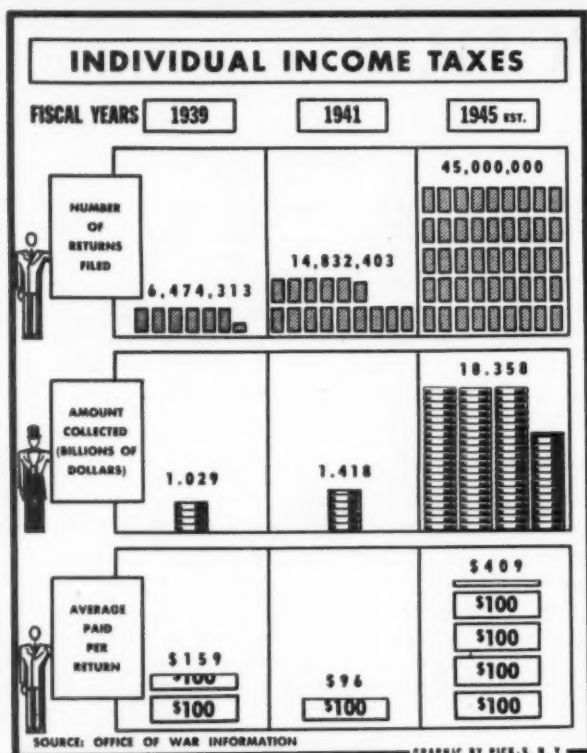
The National Association of Manufacturers says that privately owned American manufacturing industry will provide at least four million more jobs after reconversion than it did in the pre-war year of 1939. This would mean a 40% increase. "Manufacturing normally employs about 25% of the total working force and if the other elements of our economy make similar increases in employment we would have more than fifty-six million individuals at work," says the N.A.M.

We think that the organizations mentioned above can be classified as "sound thinkers," and since they are all in agreement that the job total is in excess of fifty-six million, then it doesn't make much difference whether we talk in terms of the round figure of sixty million, or try to be more precise when it means only a stab in the dark.

The National Association of Manufacturers, by the way, is very optimistic on the time required for reconversion.



Soon the chart of marriages will look like a Coney Island roller coaster. Students of population trends, taking World War I experience as a guide, say that a new peak of marriages (and births) will come within two years after the close of the war. Then watch retail sales!



Time was, not so far back, when the number of individual income tax returns was an economic yardstick, and the figures were used as basic data in compiling SALES MANAGEMENT's annual Survey of Buying Power (which, computers and printers willing, will be out on May 15 this year). Today, with 45,000,000 people making returns, the total is meaningless as a buying power weathervane.

61% of all manufacturing companies will require no time for reconversion, 28% from one day to four weeks, and only 11% (But in this figure is included some of our largest companies.) will require from one month to six months. On the basis of the National Association of Manufacturers' estimates, it would appear that even at the lowest point of reconversion unemployment, the number remaining at work in factories will be well above the 1939 peak.

Peace—What You Can Do

NO BUSINESSMAN IN HIS RIGHT SENSES wants another war. We all know that we cannot again go through the bitter experience of a lost peace and another world war—but most of us will leave it to the other fellow to do something about it.

Those who take their responsibilities seriously and want to do something either in their local communities or through their business contacts to show how they can help win the peace, should go to the nearest book store and lay down one dollar for the new book, "Take Your Place at the Peace Table." Edward L. Bernays, the author, uses his experience of twenty-five years as a successful publicist and public relations expert in explaining how to use the strategies, methods, and tools of his profession to develop active public support for the world security organization.

The book is particularly timely because of the coming San Francisco Conference. Why shouldn't the best minds in the sales and advertising field devote some of their good thinking to arouse the public to back their delegates at San Francisco, and later to back the peace plans that come out of the conferences so that the Senate may pass the resulting treaties?

What's in a Brand Name?

THE BLINDFOLD TEST, first popularized some years ago by Old Gold, is now recommended on a wide variety of products by Consumer Union for use in schools, churches, clubs, and other gatherings. Consumer Union quotes leading makers of national brands as saying that war shortages are forcing consumers to buy unknown brands, and that after the war is over big promotion campaigns will have to be waged to get consumers back to buying their brands.

To this Consumer Union adds the thought "because many people who in the past would buy only the important brand have found that the quality of the unimportant brand is just as good and the product is frequently cheaper. "Lately, shortages have forced consumers into buying whatever brand is available, and many of the lesser known brands that used to lie on shelves are now being eaten, or worn or smoked—and people find they taste just as good, they wear just as well, they fit just as properly, and they satisfy the need.

"The conclusion that consumers can draw is that other factors than brand should be the basis of making selections. *Brand is not a guide to quality.*"

Of course this argument is largely rubbish, but it is being advanced by many consumers as well as by such a radical organization as Consumer Union, Inc., and brand name manufacturers would be unwise to ignore all of this talk. They should do even more than most of them have ever done in preparing to sell the brand name idea in general, as well as the open and the hidden values of their own brand names.

Significant Shorts

Advertising vs. Merchandising: The marketing world very much needs a set of standardized and easily understandable terms. When one man uses the name "merchandising," for example, he may have an entirely different concept from the man to whom he is talking. We heard a definition the other day which seems to make sense in differentiating between advertising and merchandising. The definition was credited to Major Namm, the Brooklyn department store owner, but he says that he heard it somewhere. This is the way it goes: "Advertising are those forces that move people toward goods; merchandising are those forces that move goods toward people. Advertising influences minds; merchandising influences goods."

Advertising Becomes More Scientific: At frequent intervals the advertising agency, the Newell-Emmett Co., New York City, gets out a review of recent work for clients under the title, "Current Production." The most recent issue shows how advertising agency service has broadened during the fifteen-year period from the starting of their reviews until today. Fifteen years back the issue discussed only graphic advertising—in newspapers, magazines, displays, booklets. Research and radio were not mentioned. The current issue has nine references to research projects which preceded the advertising campaign. It describes radio and television programs, and it has examples of work in public relations. Agency service today is not only broader than it was fifteen years ago, but also deeper. It attempts to get closer to the heart of the client's complex problem of war and post-war thinking.

—PHILIP SALISBURY

If your company is typical, it draws 80% or more of its volume from 20% or less of its prospects. An organized sales control plan will enable you to concentrate the major efforts of your salesmen on the Grade A accounts. Now is the time to set it up for the post-war era.

SELECTIVE SELLING : Gangplank To Lower Distribution Costs

REDUCTION in marginal and unprofitable sales effort, usually *wasted* sales effort, offers a direct approach to lowered distribution costs and a more positive sales operation.

For smaller companies control of sales effort is especially important. They cannot afford the constant drain of wasted sales expense and loss of sales coverage. But they can make every penny count, as is being done today in many large companies where sales direction and sales effort controls are well developed and effectively used to gain increased coverage, more intensive cultivation of important accounts, and increased sales volumes.

Efficient sales planning can rid both sales executives and salesmen of cumbersome detail. This can be accomplished through a reapportioning of sales expenditures and the establishment of a sales planning and sales analysis bureau. Properly planned, simplicity and ease of operation can be accomplished. One of our leading chemical companies, for example, set up its Trade Analysis and Customer Relations Bureau 50 years ago, when it had only one outside salesman. Today this same department operates along the same simplified lines, except for its expansion to serve several hundred salesmen now employed. It has saved millions in sales expense.

The heart of any planning department is the customer record system supplemented by market surveys, trade reports, and market research. All are used as a basis for selective selling, which means the direction of salesmen and sales effort to those customers who have business available in sufficient amounts to be handled on a profitable basis.

Need for Selective Selling

For the vigilance required and the protection needed to assure full and constant coverage of regular customers, let us look at a composite chart showing the analysis of sales of several large companies, employing several hundred salesmen, and with business

**B Y
G U Y
J E T E R**

*Management & Marketing
Engineer
Glen Ridge, N. J.*

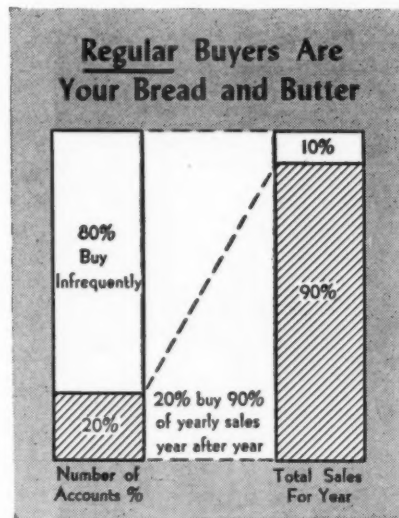


FIGURE I. During the years from 1929 to 1931, only 20% of the accounts on books bought merchandise in all three years. But they produced 90% of the sales volume. Regular buyers are the backbone of any firm—and one of its greatest assets.

volumes running into several hundred millions per year. In figure I are included a large electrical machinery manufacturer, an oil company with national coverage, and a food products company. Regular customers are the backbone of their businesses—their protection is of prime importance. This is true for all established companies.

Without current and continuous customer records, should any trouble develop with any of these prime customers, it might be too late for salvage operations if it were necessary to wait until lack of orders told the

story. Lack of attention (calls) precedes loss of the business. The salesman need not be at fault initially when he begins to pass by an irritated customer.

Of equal importance in the study of sales efficiency is the division of sales effort among customers of various buying powers. This is the crux of the whole sales direction problem. Keeping in mind that salesmen in their quest for business may be too close to their work to do a good job of differentiating between the values of their accounts, let us now try to visualize a sales territory. We shall see something like the hazy jumble shown in Fig. II unless there has been a classification of the accounts. With classification we immediately can see their relative importance and place each customer correctly in our mental picture of the territory, Fig. III.

Classification of Accounts

Customers may be classified in two ways. Both methods should be used if truly marginal and unprofitable accounts are to be sorted out and handled in some other manner, such as a special sales set-up or through supplementary channels such as distributors.

The first basis is to classify by *orders received* during a definite period, say the past three years, or the last three pre-war years.

The second, and perhaps more important, classification is by *available business or potential* buying power as obtained by estimates made by members of the sales organization based on information from the customer, and on other sources such as statistics of their industry, trade reports, etc. Classification by available business should always factor the share your company expects to obtain, and will therefore usually amount to two or more times the limits chosen for classification on the orders received basis. Accounts should be given the higher rating in all cases. It is emphasized that with this double method, Group I contains all important customers and prospects.

Some executives prefer to call the



FIGURE II. This is what happens when a company tries to visualize its sales territory without first classifying its customers. It's usually a hazy jumble.



FIGURE III. With customer classification, a company can visualize its sales territory, see customers in their relative importance in the sales picture.

groups Class A, B, C, etc., while others prefer to call them Groups I, II, III, etc. Calling them "groups" has the advantage of being more secretive and may avoid possible embarrassment should a customer overhear mention of his classification. The limits for classification should be carefully chosen. If you are now using a system of this kind you may wish to check your limits.

Initially, it is well to start with a minimum of classes, and the following is suggested:

GROUP I—Accounts developing full profit.

GROUP II—Marginal or partly profitable accounts.

GROUP III—Unprofitable, but large enough to record.

GROUP IV—Too small to record or contact.

We are now faced with the problem of determining a set of limits. These depend on the type of sales coverage being used. If it is direct solicitation, we can set as a minimum of contact, four calls per year; research having shown that fewer contacts are not likely to be effective. To the cost of the calls add other sales expenses, such as direct mail, calendars, diaries, space advertising, and sales overheads. The definition of a call may not be exactly clear, so here is one based on interviews and questionnaires to 50 national sales managers:

A call is an *interview* during which the interests of the company are promoted with an individual capable of

influencing the placing of business. Telephone conversations are *not* calls.

The direct cost of a call may be determined by dividing the salesman's total yearly compensation plus his expenses by his total yearly calls. His total yearly calls will depend on the type of selling. For a jobber salesman, daily calls may average 10 to 15, while a technical or engineer salesman may be able to make only three or four calls per day with a direct cost sometimes as high as 7 to 10 dollars per call, and with addition of overheads (often up to 200%)—making calls cost as high as \$25 each. Realization of the actual cost of personal calls may at first prove a little disturbing, but it is another fine reason for better sales planning through a special planning section.

Following the 15 above methods, an installation of a new sales direction plan was made about 15 years ago for a large manufacturer of industrial machinery, which has been very successful and has not been changed since that time. This company employed several hundred sales engineers and obtained an appreciable fraction of their type of business. It was decided that one-half the available business was a fair goal to shoot at, so the ratio of their order experience to the estimated *available* was made one to two. The following limits were selected and the entire operation was afterwards checked and proved out by a system of sales cost accounting.

Class	Average Annual Orders Past Three Years	Estimated Available Next Year
GROUP I	\$2,500 or over	\$5,000 and over
GROUP II	\$500 to \$2,499	\$1,000 to \$4,999
GROUP III	\$100 to \$499	\$200 to \$999
GROUP IV	Less than \$100	Less than \$200

Why Selective Selling Is Sound

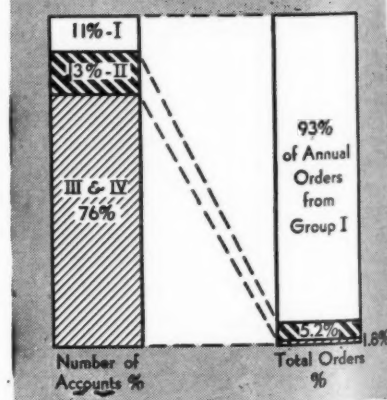


FIGURE IV. This classification of accounts by annual purchases again indicates the importance of regular buyers.

SALES MANAGEMENT

Much Sales Effort Is Wasted Without Selective Selling

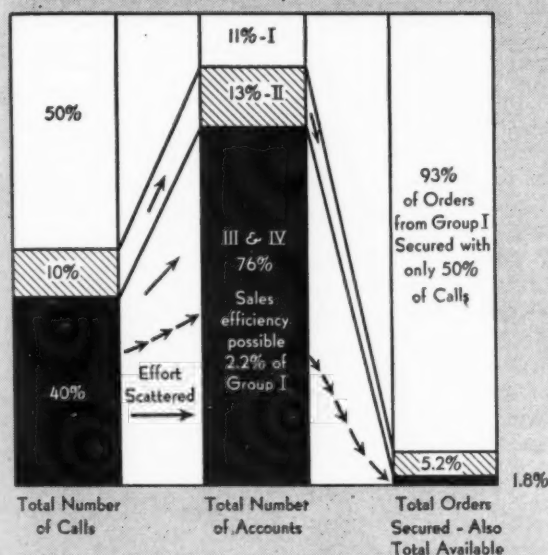


FIGURE V. Here is a picture of the wasteful distribution of sales effort—with 40% of effort, scattered over 76% of the accounts, producing only 1.8% of the total orders.

Distribution of Sales Effort

The distribution of sales effort by groups should serve to clinch any further arguments necessary for a sales planning department. While many of this company's offices had been keeping call records, four were found where the call records were exceptionally accurate and well handled. These four were used in a further analysis covering the apportionment of effort over the various groups. (See Fig. V.) It is reasonable to question whether all of the 50% of effort on Group I was effective and if it could have been made more effective by better planning combined with better service to the salesmen and better timing of calls. It is on this basis (tests of this kind) that we hear, with much justification at times, that "up to one half of the sales budget may be wisely spent on research and sales planning."

Looking at Fig. V from another angle, we see in Fig. VI the desired changes in effort. We need to reduce the effort on Groups III and IV, transferring as much of it as possible to Group I. Here combined with better

In establishing these limits; round numbers were taken. The figure of \$2,500 was a little higher, and the figure of \$500 a little lower, than calculated as normal and no-profit points. However, this conservatism was justified as will be shown.

A sales plan was also suggested by this analysis:

GROUP I—Accounts merit every concentration of sales effort up to saturation, or the point at which a customer might feel he is being hounded, or the company is wasting sales expense.

GROUP II—Customers can be handled by junior men under supervision of seniors, and direct mail can be increased to the less important executives. Consideration also can be given to the use of jobber contacts under close supervision.

GROUP III—Accounts are obviously jobber accounts, and often can be made profitable through combination of other purchases, together with the lower cost of jobber sales effort.

GROUP IV—Accounts also should be carefully watched, but for somewhat negative reasons. One important reason is that if there is any attempt made to keep a record of them, they will build up the number of records so fast that the entire system will crash. In a normal year these accounts may be 60% of the total on the books, and rarely are they regular buyers, so their build-up is cumulative.

In putting the above classification into use, a sample analysis was made

of 2,500 accounts buying about \$7,000,000 in total product during three consecutive years, 1929, 1930, and 1931. These accounts were carefully selected at random, and the size of the sample was made sufficient to bring in constant results. Four territories were included, two eastern and

Re-routing Your Sales Effort Will Cut Selling Costs

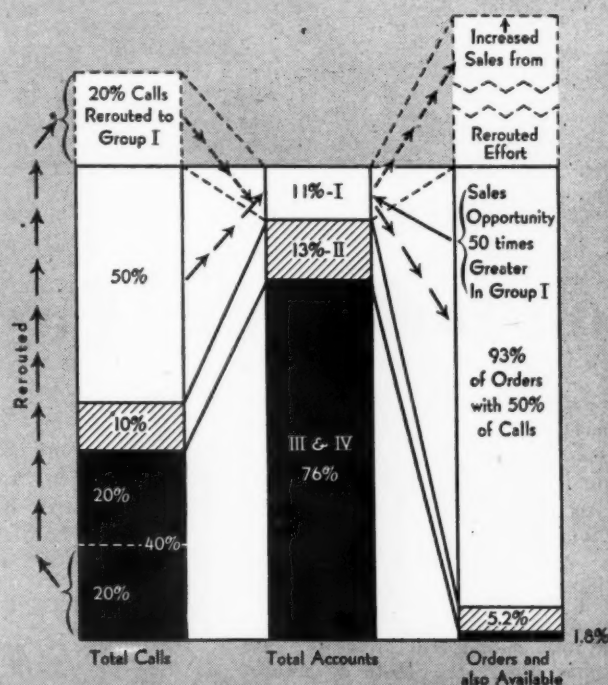


FIGURE VI. Here is a picture of increased sales with lowered sales costs resulting from better sales direction, and re-routing of sales effort. A sales planning department will stimulate increased sales efficiency.

planning it will result in increased sales, since by our method of classification, Group I contains all of our important regular customers, and also those prospective accounts with available business. Assuming that we can move only one-half, or 20%, of our effort, it then seems logical to spend up to 20% of our sales budget dollar on the new planning department. If an effective job can be done for less (and it can) then the difference will be profit. In actual practice, it has been found that one man on sales planning and sales records can take care of 10 to 20 salesmen. No special equipment is needed; everything necessary is now available.

This basis is conservative, as we have not fully factored our operating efficiency. One per cent of calls on Group I produced 1.86% in orders—while one per cent on Groups III and IV produced only 0.045% in business. So this company's own experience was that when their men went after business in the lower groups, operating efficiency dropped to 2.2%, compared

to 100% in Group I operation. When effort was moved from Groups III and IV to Group I, the opportunity to obtain orders increased upwards of 50 times.

Most companies need to make changes in the sales organizations for post-war operation. The above improvement in operating methods can become an ideal part of such plans.

For companies entering new markets, the sales planning section seems like a "must" addition, for it costs less and it is much faster to develop information on prospective customers from published reports and statistics, than to travel salesmen to gather such information in a hit or miss fashion. Likewise, a planning section, even starting without experience, should become more skillful in organizing sales territories, saving time, and equipping the new salesman with information and facts, than when the salesman starts out alone.

As much of this planning as possible should be done before starting salesmen out. It is time to start now.



Pullman-Standard has designed this special club car for tomorrow's young travelers.

Coming Your Way

..... **fun house on wheels**, a "junior club car," is the latest in a series of revolutionary type passenger cars designed by Pullman-Standard Car Manufacturing Co. This playcar is replete with a slide, cave, puppet show, piano, winking man-in-the-moon, blackboard and a host of other toys that will turn Junior's train trip into an exciting, delightful adventure. By providing him with plenty of amusement, it will give his parents a chance

to relax. Actually, Pullman-Standard's newest design for the trains of tomorrow is not intended as a complete car. Occupying approximately 20 feet, or about one-fourth, of a car's length, it is expected to be used in combination with other types of accommodations.

..... **midget spot welders** for precision welding of light metals are now being made available by Interstate

Machinery Co., Inc. These two new bench type Universal Midget Automatic Spot Welders may be had with built-in automatic weld timer or with a separate timer panel for stitch welding; automatic pulsation welding or synchronous one-cycle timer. They are equipped with water-cooled transformer. Electrodes and tips are air operated. They are controlled by foot switch, Solenoid valve and pressure switch.

..... **styaloy**, a new rubber plastic developed by Dow Chemical Co., is expected to find wide use in the manufacture of insulation for electric cables, pipe fittings, bushings and antenna insulators. So light that it floats on water, Styaloy has exceptional electrical properties, can be worked like wood, and as a molding powder lends itself to all common forms of plastic fabrication. Its electrical properties are said definitely to place it in the field of low loss, low capacitance, high dielectric strength insulating materials. Among other features of the material are abrasion resistance better than shoe leather, low moisture absorption and ability to remain flexible over a temperature range of minus 90 degrees to well over the boiling point of water. Because it is anticipated that the material will be made in all colors by mixing with dyes or pigments, it is said also to be an excellent material for the manufacture of such items as unbreakable cigarette cases, shot-gun shells and door knobs.

..... **large-screen television** for the home, providing bright, clear, high-definition pictures 16 by 21 1/3 inches in size, has been promised for post-war by RCA Victor Division of the Radio Corporation of America. This revolutionary new type of home television projects the image on a built-in screen. It has a unique lens projection system with molded plastic lenses and an automatic control system which virtually eliminates picture distortion caused by noise interference. The company expects to market this new television receiver for about \$395. The entire unit, it is said, may be installed in a cabinet little larger than a standard radio console.

..... **plastic oxygen tents** have already met tests successfully. In one large hospital these transparent oxygen tents recently saved the lives of three premature babies. They are made of Ethocel sheeting, a product of The Dow Chemical Co. Each tent unit, while strong and durable, weighs only 19 ounces.

Dealers See Model Post-War Setup In Mohawk's Rejuvenated Salesroom

Rug merchandising had changed. But the old showrooms, dark with fumed oak and mahogany and as cheerless as a warehouse, unmistakably dated back to the gaslight era. Today the new layout embodies display ideas galore, provides every aid to intelligent selling.

BY EDITH KINNEY

IF manufacturers want to improve selling techniques at retail, then it's up to them to set the pace on their own selling floors. At least, that's the point of view taken by the Mohawk Carpet Mills, Inc.

With one eye on shifting selling trends in the wholesale market, and the other on improving post-war retail sales techniques, Mohawk management let the axe fall on its New York showroom, and created a new type of wholesale selling floor, including a Model Retail Salesroom.

The redesigned showroom created a stir in the market. Says H. A. Manz, manager of the New York showroom, "More top retail executives have visited the showroom in the last three months than in the past six years." Buyers and top executives wanted to know, "Why did you do it?" and "What did you do to get such an improved selling floor?"

Here's the story:

The Old Way

During the 10 years between 1930 and 1940 there was a conflict within the carpet industry itself. And Mohawk's case was typical.

On the one hand, there was the showroom: a hangover from the austere, conservative office decoration of the early 1920's. The showroom was one large, wide open space—a whole block long, with walnut-carved columns. It was old-fashioned, dark, expensive. Carpeting was shown on 16 standard-size 9 x 12 platforms—two parallel rows of eight platforms, with two or three heavy, high chairs in front of each. The salesmen had to be muscle-men—for 9 x 12 was the standard size for samples, and there were 12 to 30 of them on each platform. And the 9 x 12 size was the price leader, and therefore the best seller.

There were three major disadvantages with this type of selling:

1. It was hard to keep the wholesale distributor or dealer interested—

he often would become tired and confused after watching the salesman turn over carpet after carpet.

2. It was time-consuming.

3. The 9 x 12 size was always strongly pushed—since it was the price leader.

While this type of selling was continuing in the wholesale showroom, the industry was beginning to sense the dead-end future of the 9 x 12 rug—the bordered rug. Carpet men were trying to push the idea of getting away from it. "Sell the proper room size instead," they said. "We're losing yardage by pushing the 9 x 12." (From 1920 to 1940 there had been a drop of more than 20% per family.)

The New Way

And so the mills started to promote "customade" rugs. The price was midway between the cheapest roll-price (or the 9 x 12 price) and the most expensive cut-order price. Customade rugs were priced about 10% higher than the standard 9 x 12's. Mohawk sent promotion to distributors and dealers on this new selling idea. Retailers received displays, newspaper mats, posters. But when they came in to buy, Mohawk salesmen were still selling from 9 x 12 samples, still quoting prices based on 9 x 12 rugs. Therefore, 90% of the buyers who did come in still ordered 9 x 12's chiefly.

Between 1938 and 1941, the inconsistencies of the early 1930's began to unravel, as 9 x 12 rugs gave way to the idea of customade rugs. And Mohawk decided to get the 9 x 12 size out of the consciousness of buyers. "Let's sell the way the retailer should in his store," they said. And so just before Pearl Harbor, Mohawk knocked down the old showroom.

The redesigned showroom was completed in 1941 in spite of the war. And, although it has not served its primary purpose—because of the shortage of merchandise—it has given Mohawk Carpet Mills more time for post-war planning. The cumulative in-

terest on the part of buyers in 1942 and 1943 showed the company they were on the right track.

Here's what Mohawk did to improve the physical setup of the selling floor:

1. The entire showroom was divided into two major selling classifications: From the center section to one end, the areas are devoted to the display of merchandise for home consumption. (The center section—a semi-circular area around the center reception rotunda—is devoted to the display of customade rugs.) From the center section to the other end, the areas are devoted to the display of merchandise for contract or commercial use.

Presenting the Line

2. There is a different "bay" for each weave on the comprehensive Mohawk line. Since Mohawk Carpet Mills handles all carpet weaves—chenille, wilton, axminster, velvet and tapestry—buyers would be confused if the line were not broken down visually. With the new arrangement, salesmen can concentrate on one or two weaves only, or can show the buyer the entire line.

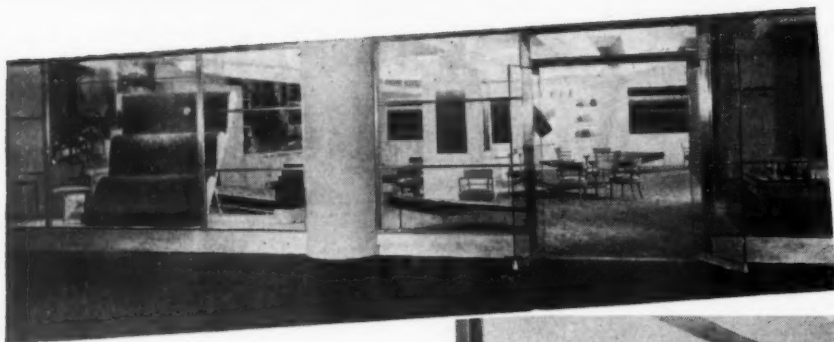
3. Carpets are displayed on modern 4.6 x 6 platforms instead of the old 9 x 12's.

4. The atmosphere in the showroom is neutral. Windows are shut out; lighting is direct, as in the home, giving light and dark shadow effects; walls are white, with a touch of rose, and the carpeting is in a rosy hue. There is a feeling of space and movement.

5. Integrated "ensemble" displays of carpet, drapery, wallpaper and furniture, on raised platforms, add drama to the showroom. These were done by an interior decorator.

One area in the showroom was originally devoted to a special group of prestige carpeting known as the "Shuttleworth group." This section contained booths in which the different items in the line were displayed. These booths elicited enthusiastic response from buyers and store executives, and the idea was later retained in the design of the model retail store layout.

The desire by retailers to step up floor covering departments after V-Day was demonstrated in the formation of three post-war planning com-



THE MODEL RETAIL POST-WAR SETUP, designed by Mohawk and installed on Mohawk's own sales floor, has the new full-view, glassed front (left). There's lots of opportunity for unusual window treatment. And the effective use of color and lighting inside will attract the attention of shoppers

REPEAT BUSINESS COUNTS—and these ensemble booth-displays, in many periods, (right) should keep customers coming back to the post-war store for new ideas.

HELPING THE SALESMAN SELL: Carpets displayed on modern platforms, cabinets containing small, removable samples, photo-murals on the wall (below)—all improve retail selling techniques.



mittees in 1943 by the N.R.D.G.A., the Institute of Carpet Manufacturers of America, Inc. and the National Retail Furniture Association. Their purpose was to improve not only the physical presentation of merchandise, but also the sales personnel and selling techniques.

With increased interest on the part of the trade in improving the layout of the retail floor covering department, Mohawk realized that it was not enough to have redesigned its wholesale showroom. Mohawk sales executives saw that they must also plan a model layout for a retail store.

Their plans for streamlining the carpet-selling post-war era were crystallized in the Model Salesroom which they have installed on their New York

City selling floor. Back of the design of the retail setup is Mohawk's attempt to put glamor into selling carpets. Mohawk is gearing this showroom to the women of America, for Mohawk wants to make American women feel pride of ownership in their carpets. Just as the automobile industry's sales perked up when it began to sell ensembled cars with color appeal, so Mohawk hopes to stimulate ensemble buying in floor covering departments by putting drama into the display of merchandise.

Gone will be the muscle-man of old in the post-war setup. In his place will be an intelligent salesman, trained at the Mohawk Retail Seminar* and selling in the atmosphere of the Mohawk Model Salesroom. The new set-

up is based upon four fundamentals which are the result of years of study of consumer carpet buying habits:

1. Color plays a Number One role in the woman's decorating scheme. The modern woman enters a floor covering department with a pretty good idea of what she wants. Education through magazine home decorating pages, movies, lectures at women's clubs, have awakened her own decorating instincts. She's thinking of the carpet she wants to buy in relation to a preconceived idea of color harmony and design. Or, she may be entering the department in hopes of getting new decorative inspirations.

2. Design is second in importance. Fifteen to 20 years ago, design was the most important selling angle in carpeting. But for the past ten years, color has taken its place.

3. Quality is usually the third consideration.

4. Price is last.

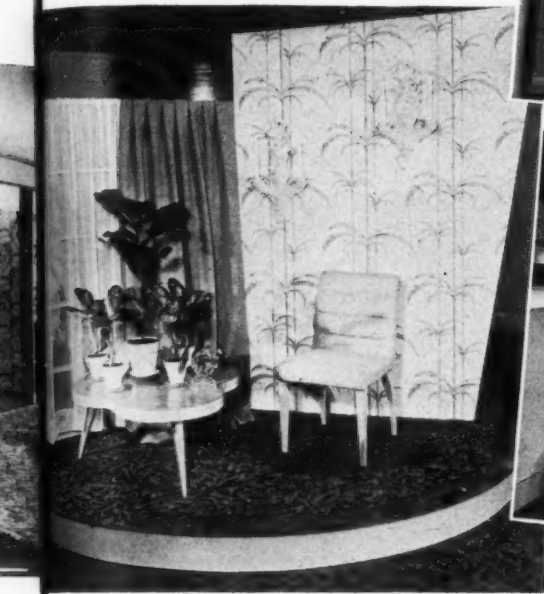
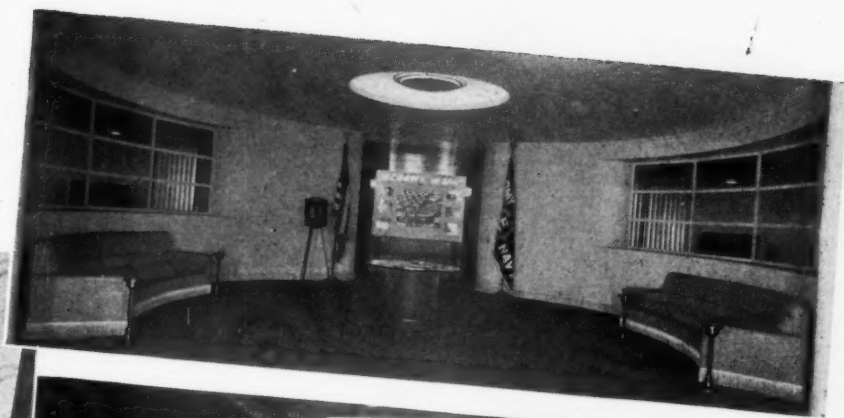
Here are some of the features of Mohawk's model layout for the carpet department of the post-war era:

1. The basic color scheme of the room is white and neutral. The use of indirect lighting from an overhead trough, using the same incandescent lamps used in the home, gives an even diffusion of light, without shadow. This brings out the subtle color tones

* An article on the Mohawk retail sales training school will appear in an early issue of SM.

SALES MANAGEMENT

SELLING TO DEALERS is made easier in Mohawk's new showroom. The center reception stunda (right) is spacious, conducive to comfort. Each weave in the line is sold in its own separate "bay" (right below). And integrated ensemble displays (below) add color and drama, give dealers selling ideas.



of the carpets displayed, puts the Number One sales argument to work for the retailer.

2. Booths with ensembled displays, furnished in traditional, 18th Century designs as well as ultra-modern, line the wall at the right. In an atmosphere correct in period detail with the room she has in mind, and under lighting conditions which take full advantage of the sales factor of color harmony, the customer makes her carpet selection. The booths are adaptable for ensemble selling—as they are planned to feature merchandise from the furniture, lamp, decorating and other departments—thus presenting the prospective customer with ideas which will attract her and broaden her purchases throughout the store.

The booths are the only part of the model salesroom done by a decorator. They can be changed frequently and serve as a focal point to keep customers coming back to the department.

3. Carpets are shown on the modern 4.6 x 6 display platforms—an innovation found to be much more effective than the usual "stock" pile from which the salesman laboriously throws back one carpet after another.

4. Supplementing this platform display is a showing of smaller sample items. These are available in a new type of sample cabinet of which several have been installed. Cabinets are equipped with sliding trays. Each tray holds six to nine 27" x 54" removable carpet samples. This cabinet type of

display makes carpet buying easier for the customer.

If, for example, she finds it difficult to decide between two numbers displayed on the platforms, the salesman can take two smaller cuts of the same fabric from the cabinet, place them side by side, and thus make it easier for the customer to make up her mind. These smaller cuts may also be taken to the customer's home for further comparison.

5. Effective display device is the shadow-box treatment of columns and dummy rolls of carpet.

6. Photo-murals of carpet installations in actual homes line one wall.

7. There is a special chenille exhibit, which will give retailers who handle Mohawk chenille an opportunity to supply unusual carpets in any color, shape or size, and to demonstrate the adaptability of these floor coverings.

8. The front view of the store is the new glassed "full-view" effect. There is a platform at the window which is used to show new ideas on carpet display. Previously, floor coverings have been displayed chiefly as settings to accent other merchandise. This window can be used to develop ideas which will feature floor coverings—and use furniture or other merchandise to bring out the full beauty of carpets.

Black-and-white drawings of each display unit in the model salesroom, as well as sketches of the indirect

lighting plan, are available to retailers who want to adapt some of the ideas presented.

Two questions seem to pop into the minds of visitors to this model retail salesroom. One is, "Why haven't you used fluorescent lighting?" The other, "Why haven't you used model rooms?"

The answer to the first is this: Fluorescent lighting is not used in the model retail setup because it is not yet used extensively in homes. If and when fluorescent lighting is used in more homes than incandescent electric lamps, then Mohawk might suggest the use of fluorescent lighting in the retail store.

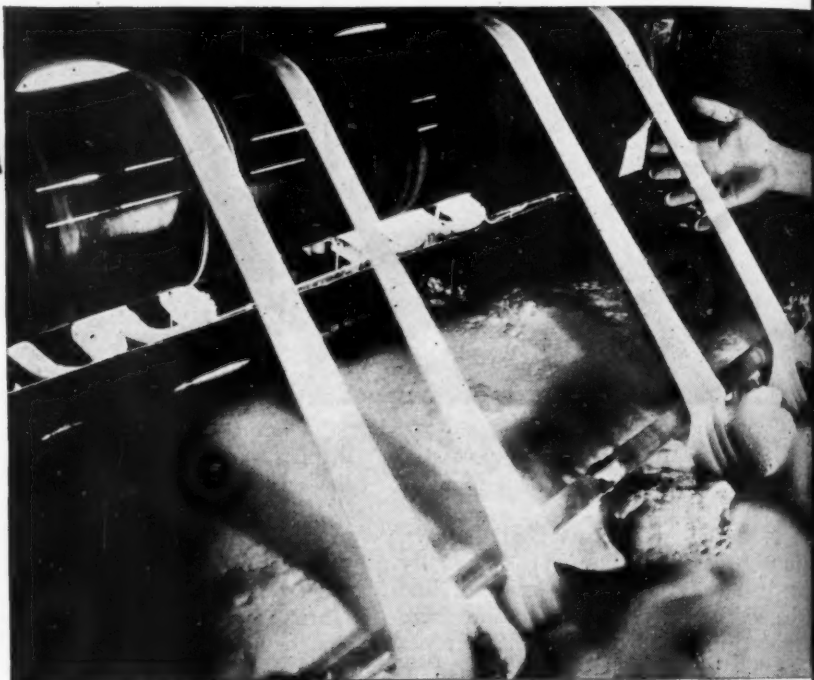
The answer to the second is this: Model rooms seem to serve well in selling other merchandise for the homes—furniture, lamps, accessories—because they are raised from the floor and placed at attention-getting points. But carpeting in model rooms is merely used to walk on—and not to look at. The only time that carpeting can really be sold in model rooms is if the rooms are roped off. And then they look like museums, and cannot do a selling job.

Mr. Manz feels that if retailers can use just one of the many ideas presented in the model showroom, then Mohawk will have done a good job. For Mohawk wants to stimulate the retailer into thinking about better selling techniques—whether they are those suggested in the model layout, or others he may develop on his own.



Miracle From Milk: New Factors in Post-War Competition

After V-Day you may wear a jacket made of milk, sign checks with a fountain pen made of milk, hitch up your pants with a belt fastened with a milk buckle. National Dairy Products forecasts the day when its chemical activities will equal the volume in its many dairy divisions.



B Y

A. B. ECKE

THE dairy cow is giving us everything but her moo. . . .

Dairy scientists are tearing the molecules of milk apart—analyzing—testing and retesting—adding and subtracting—and discovering that milk is the source of an astonishingly large number of products ranging from drugs to fabrics, buttons to alcohol, vinegar to paper to penicillin, fountain pen barrels to belt buckles. You're likely to be buying a product made of milk every time you turn around shortly after V-Day.

Large-scale researcher in the chemical field is National Dairy Products Corporation. Under the leadership of L. A. Van Bomel, president, National Dairy has announced plans for a post-war central research laboratory and several pilot plants to find new uses for milk and milk products.

"It is entirely possible that our chemical activities eventually will

equal our dairy business," Mr. Van Bomel says. "The next 10 years should see as much progress in milk chemistry as occurred in the past 30 years."

This progress, Mr. Van Bomel points out, would be of material assistance in developing greater uses for milk in order that the dairy industry may have more outlets for this important farm product. It will be of particular value in the post-war period when war needs have diminished.

The annual production of around 120 billion pounds of whole milk makes the dairy industry the largest single source of cash income to the American farmer. But for many years large milk companies have been concerned about the large quantities of fat-free milk for which no commercial uses existed.

The separation of cream from whole milk, for creamery butter, ice cream, and table cream requires about half of all the whole milk produced. Therefore, the separation of cream from whole milk leaves on hand between 50 and 55 billion pounds of

fat-free milk, most of which remains on the farms because farmers do most of the separating themselves.

Up to now the primary use of fat-free milk has been as a vital ingredient in bread. It is also employed in large measure in animal feeds. These markets will continue to absorb the largest portion of fat-free milk production, either in raw form or as prepared commercial feeds.

National Dairy is already developing from fat-free milk raw materials for a wide variety of commercial products, and its ambitious program for the diversified use of chemurgic products will create more and more new markets for post-war.

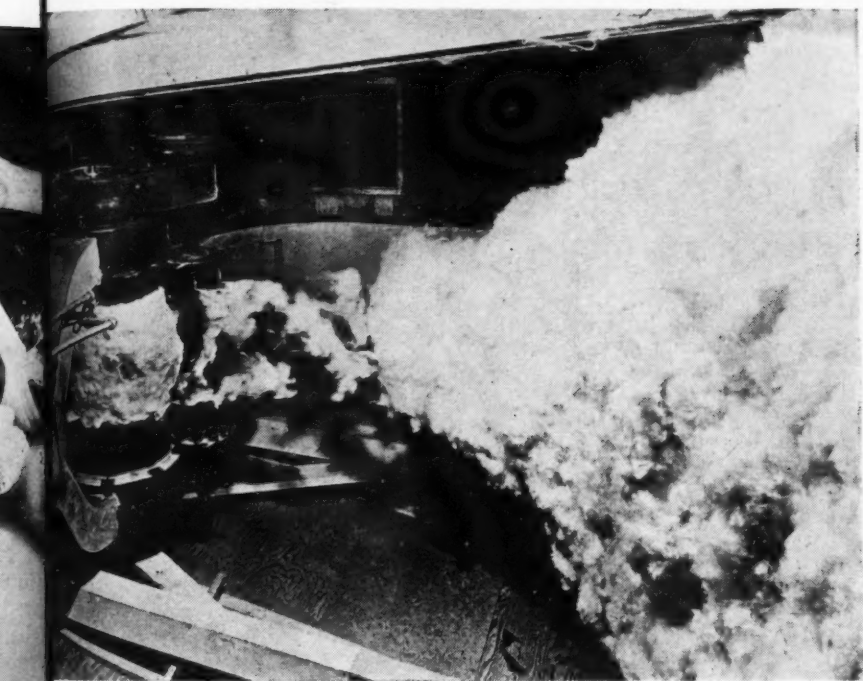
The Chemurgic Division of Sheffield Farms Company, Inc., largest manufacturer of chemurgic products in National Dairy's family, is now producing New Process Casein which is used extensively for adhesives and coating paper, in the leather industry, in water paints, in the manufacture of pharmaceutical products, and in the production of micro-organisms.

SALES MANAGEMENT

MANUFACTURE OF ARALAC IS DRAMATIC to say the least. Shown at top left is an apparatus resembling a huge washing machine in which chemicals are recovered for re-use. At this stage the "tow" is nearly ready for cutting into small lengths.

SPINNING BOX (lower left)—Concealed under the foam are four spinnerets. The four taffy-like strips are Aralac fibers in one of the first stages of processing. The fiber undergoes many other processes before it is ready to market.

FINISHED FIBER (below)—From revolving drum at the top, cut and finished Aralac fiber drops, ready to be baled and shipped to textile mills and other users.



For the drug trade casein is converted to products to be used in pill form or for intra-venous injection. In addition, a special casein is particularly useful in stabilizing emulsions of rubber latex. In turn, derivations from casein are amino acids, peptones, "Aralac" fiber, and casein glue.

All proteins, including casein, are actually combinations of amino acids. At the present time about 23 amino acids are known. Casein is a unique protein in that it contains most of the recognized amino acids.

Proteins are vital substances because they form a part of all living tissue, such as hair, skin and muscles. Proteins and amino acids have many functions in the body. These include formation of new tissue in normal growth, pregnancy and lactation, replacement of tissue which has been lost because of injury or disease and the formation of other protein and nitrogen-containing substances, such as hemoglobin, blood plasma protein, enzymes and hormones.

Some amino acids are more essen-

tial than others in supporting the body functions of proteins. If the indispensable amino acids are not contained in the diet, the body suffers. Casein contains all of the nine or ten indispensable amino acids.

If casein is converted into amino acids outside of the body by chemical means, the assimilation of these amino acids is improved.

Sheffield Farms manufactures "N-Z-Amine" as a source of amino acids from its New Process casein. The casein is allowed to react with enzymes (natural digesting agents) which break it down into amino acids and peptones, which are simple combinations of these acids.

In addition to the pharmaceutical uses of "N-Z-Amine" for treating human cases of protein deficiency, this material also can be used to grow micro-organisms for many industrial processes. It is called a peptone when it is used to grow bacteria. "N-Z-Amine" is supplied in bulk quantities for the growth of penicillin, in the production of toxins and in other

large-scale fermentations as well.

Supplementing "N-Z-Amine," Sheffield Farms produces "N-Z-Case" and "Hy-Case." "N-Z-Case" is a refined enzyme digestion product of casein that is sold to bacteriological laboratories for growing bacteria and particularly for testing the potency of penicillin and the sterility of various biological liquids. "Hy-Case" is an acid hydrolysate or digest of casein which has a pleasing, meat-like flavor for fortifying soups, enhancing gravies, and making bouillon bases.

"Aralac," one of the most promising of the man-made textile fibers, is the result of an effort by National Dairy to create new markets for the vast quantities of fat-free milk.

For many years chemists had tried to develop a fiber from the casein of fat-free milk. In Germany a commercially unsuccessful method was patented early this century. In Italy about 1935, chemists succeeded in producing a soft, lustrous fiber from the casein of goat's and cow's milk, but it had little strength and did not dye satisfactorily.

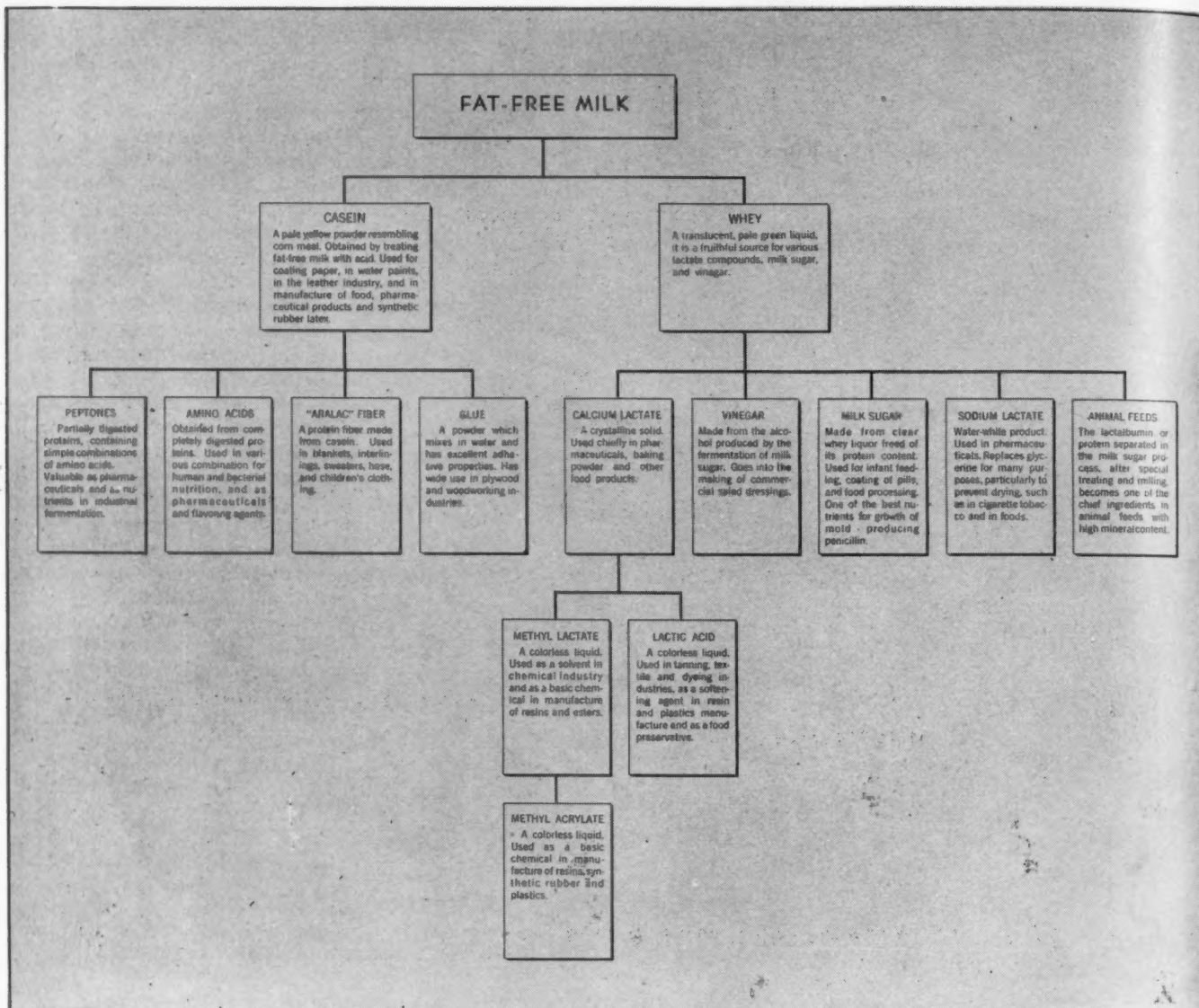
In 1937, National Dairy began its experiments. After several years of effort National Dairy chemists developed a casein-derived fiber so much improved that it is not only a better chemically stabilized protein fiber, but it also is the first man-made protein fiber to meet the exacting requirements of American textile manufacturers. It is also the only laboratory-developed fiber which possesses so

What Does "Chemurgic" Mean?

"Chemurgy" is a coined word from the Egyptian "Chemi" (origin of Chemistry) and the Greek word "ergon," meaning work. Freely translated, "Chemurgic" means putting Chemistry to work to develop industrial products and uses from the milk produced by the dairy farmer.

many more properties of natural protein fibers, such as wool, alpaca, camel's hair, mohair, and fur.

The manufacture of "Aralac" is an interesting chemical process. Casein, obtained by treating fat-free milk with acid, is ground into a powder, thoroughly mixed with several chemicals and then extruded through spinnerets which are metal cylinders containing extremely small holes. The thousands



From fat-free milk, which up to a short time ago had no commercial value, National Dairy Products Corp. is developing raw materials for a wide variety of commercial products, creating more and more new markets for chemurgic products post-war.

of tiny strands which come from the spinnerets emerge into a rope-like tape known as "tow." The "tow" goes through several chemical treatments, and washing and rinsing processes and is then dried and cut into various staple lengths. This is "Aralac" fiber, which is baled in 500-pound lots and is then ready for the yarn spinning mill.

Aralac's insulating qualities, characteristic of protein fibers, are indicated by the fact that it is used by hairdressers to protect the ends of the hair from splitting and curling during permanent wave operations. For that same reason it is also used in blankets and comforters, in interlinings, sweaters, and in snow suits and other articles of children's clothing. A 100% "Aralac" interlining tested by the United States Testing Co. was shown to possess heat retaining properties equal to a 100% wool interlining.

"Aralac" also possesses a natural

resiliency and gives crease and wrinkle resistance to many fabric types such as flannels, gabardines, serges, harder finish worsteds, and coverts. If "Aralac" is squeezed in the hand, the fiber will "blossom out," retaining its fluffiness when the hand is opened.

Another fact brought out during the testing period is that "Aralac" is non-allergic and therefore can be used to advantage in garments for persons who are unable to wear allergy-producing fibers next to their skins. This characteristic was brought out by tests conducted by a prominent medical school and hospital in the East.

Millions of pairs of half hose and anklets also have been knitted of "Aralac" blended yarn. In addition to possessing so many properties of animal fibers, "Aralac" is "thirsty" and is moisture-absorbent without feeling cold to the skin.

Casein glue is a powder product which mixes readily in water and has

excellent adhesive properties. It is used widely in the plywood and wood-working industries.

Perhaps the most dramatic of all the chemurgic products developed by National Dairy are those produced from the once humble whey. Whey, a translucent, pale green liquid, which is left after the removal of butterfat and protein from the milk, is receiving considerable attention today.

National Dairy scientists have now taken this residual material and from it are developing chemurgic products for use in varied fields. Among them are:

Calcium Lactate which is used chiefly in pharmaceuticals, baking powder, and other food products. It is easily assimilated, and is used to treat calcium deficiencies.

Methyl Lactate is now available for use as a basic chemical and as a



PATRIOT

first class

You're performing a real service for America when you salvage every possible pound of wastepaper. Whether you're a volunteer curb man, or the head of a business! More than 700,000 war needs now are supplied by paper, and never has there been a more urgent need for it. Because fewer men are cutting pulpwood, wastepaper must provide more of the paper this war demands. It is up to all of us to collect wastepaper now, and continue this even after V-E Day. Turn in every pound you can, and in your advertising urge everybody else to do the same. Let's have more paper patriots!



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Manufacturers of Advertisers' and Publishers' Coated and Uncoated Papers, Bristols, Bonds, Envelope Papers, Tablet Writing and Papeteries . . . 2,000,000 Pounds a Day

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NEW YORK · CHICAGO · PHILADELPHIA · CLEVELAND · BOSTON · ST. LOUIS · CINCINNATI · ATLANTA

APRIL 15, 1945

[45]

solvent in the chemical industry.

Lactic Acid is used in the tanning, textile, and dyeing industries and for cleaning metal casings. The leather industry uses it in tanning, softening, and for removing hair from hides. Other grades of Lactic Acid are used as softening agents in resin and in plastics manufacture and for food and pharmaceutical consumption. Lactic Acid is also used as preservative for such foods as pickles and olives. And it gives a "tang" to candy, ices, sherbets, and carbonated beverages.

Methyl Acrylate has been developed for use as a basic chemical in the manufacture of resins, synthetic rubber, and plastics. It is also being developed as a transparent sheeting in the packaging and plastics field.

Vinegar is made from alcohol produced by the fermentation of milk sugar. This whey vinegar goes into the making, for example, of commercial salad dressings.

Milk Sugar (also called lactose) is made from the clear whey after the lactalbumin or protein is removed. U.S.P. milk sugar is a highly refined product and is used extensively in infant foods to make up the deficiency of lactose in cow's milk to approximate more closely mother's milk. Lactose also is used largely in the pharmaceutical field in the preparation of prescriptions and pill making, as well as in the food field. Lactose has recently come into great prominence as one of the best nutrients for the growth of the mold which produces penicillin. By its use the manufacture

of this drug has been greatly increased in the last year. Whey is the only known source for this very important and useful lactose. Research is still working and developing new uses for lactose.

Sodium Lactate. In refined form this water-white product has many uses in pharmaceuticals, and because it is edible and readily absorbs and retains moisture, it may be added to many products to prevent drying, such as cigarette tobacco and foods. It has similar physical properties to glycerine and replaces it for many purposes. Yarns and threads which are treated with it are damper and develop less static electricity—thus making them easier to handle during spinning and weaving operations.

Animal Feeds. The lactalbumin separated in the milk sugar process, after special treating and milling becomes one of the chief ingredients in highly nutritious, balanced and growth-inducing feeds with high mineral content.

National Dairy is fortunate in that the dairy industry has no major conversion problem. It is producing for military requirements and civilian consumers with the same equipment and provides essentially the same services to both, the only major changes being in packaging.

In addition to chemical research, National Dairy is co-operating in the underwriting of the Nutrition Foundation, Inc., which is working to broaden the basic knowledge of the science of nutrition. This Foundation is also supporting research activities in universities and colleges.

ating manufacturer adds his particular specialty in the form of integral parts.

New Symbol for Harvester

As the first harbinger of things to come, post-war, in its organization, International Harvester's current advertising is featuring a giant-size emblem made up of the letters "I" and "H," in modern design by Raymond Loewy Associates, industrial designers. This red and black symbol is a new institutional mark for the Harvester Co., whose history goes all the way back to Cyrus McCormick's invention of the reaper in 1831.

In adopting an organizational symbol of such design, the company announces that it will keep an older IHC trade-mark which has been a part of millions of machines in past years. This use, it adds, will continue, though plans for the new IH design indicate it will be used prominently in the company's packaging plans set up for later.

International Harvester recently divisionalized its activities, setting up "autonomous and semi-autonomous operation" for its various manufacturing groups. These included trucks, industrial power, farm tractors, farm implements, fiber and twine, steel, and refrigeration. In all of these divisions the new IH symbol will be used.

Further plans for the new symbol include prominence in direct-mail catalogs and folders and all packaging activities, in branch display rooms, on factory and sales buildings—on road signs.

Life Speaks to Grocers

Life, which has more food advertisers' advertising money invested in it than any other magazine, recently made available to grocers in all sections of the country a plan for identifying the retail store with nationally advertised merchandise appearing in the magazine. Newspaper mats, which permit grocers to reproduce the famous *Life* slug in their newspaper advertisements, are available for any interested grocers.

The magazine brought about its grocer plan because it felt that the war years have forced grocers to become so preoccupied with war-caused management problems that they have neglected long-term planning for post-war, when the sellers' market will be gone and competition will spring up full-grown. Enterprising grocers should begin now, *Life* believes, to stress to their customers the fact that their stores feature nationally advertised merchandise at fair prices.

Prior to making a general offer of

Campaigns and Marketing

"Moderneering"

Landers, Frary & Clark, manufacturers of Universal Household Helps, have been making news recently with their "U" Plan. Latest phase of the Plan is their complete store planning program, under the copyright title, "Moderneering."

This new plan, according to the company, takes store planning out of the nebulous stage and reduces its fundamentals to a practical plan which any dealer can utilize in his store without being a store planning expert.

Landers, Frary & Clark called in Richard M. Bennett, well known store modernization consultant and professor of design in the Department of Architecture at Yale University, to

create the basic plans of Moderneering, and to coordinate the recommendations and specifications of cooperating manufacturers who are participating in the program. Dr. O. P. Robinson, of New York University School of Retailing, nationally known retail expert, is also associated with Universal's plan board. Many large manufacturers of store materials are cooperating in the development of additional plans.

Moderneering employs two basic principles: In step one basic plans are provided for three types of stores: Electrical-Radio store; general type store and furniture or utility store. Step two provides for the development of these basic plans throughout each phase of store planning. Each cooper-



Sometimes There's Quite a Crowd

Maybe you don't realize it, because so many Long Distance calls go through so promptly.

But sometimes, in some places, there's an extra heavy rush and all available circuits are in use and people are waiting.

Then the operator will make this wartime suggestion—"Please limit your call to 5 minutes."

BELL TELEPHONE SYSTEM



the mats to a limited number of retailers who had previously expressed a desire to go along with the merchandising tie-ups in the weekly magazine. Results of the first test were favorable—prompted *Life* to take it from there.

"When It Rains . . ."

Morton Salt is opening up this spring with something new added to salt advertising. The theme is: "Flavor specials at your grocer's." The idea: Sprinkle Morton salt on your spring vegetables. Back of it all: Help the grocer and he'll help you. Tests show

that the grocers are giving this new type of Morton copy a better showing than any in the past. That means wire hangers, floor and counter cards, and other material built around the same idea.

Backing all this up, the Morton Salt Co. is advertising this spring, promoting the salt-on-spring-vegetables theme, in 573 newspapers in 445 cities. It is also employing some 3,000 outdoor posters scattered throughout its sales territory, and 211 spot radio stations. A full page, four colors, in *Life*, will be used on May 28, plus black and white in *Good Housekeeping*.



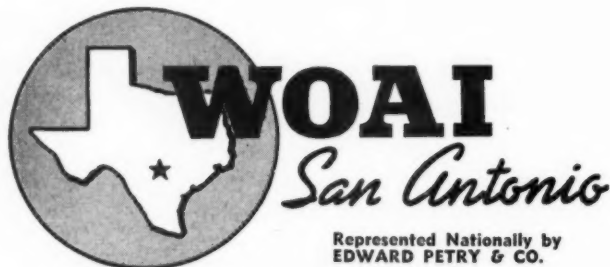
TOPPING THE TOPPERS!

Whatever the radio test, you'll find WOAI "topping the toppers!" For example, WOAI carried nine of the thirteen NBC shows that walked off with blue ribbons in the annual *Fame-Motion Picture Daily* radio poll, and for eight of these nine shows WOAI's local Hooperatings exceeded national Hooperatings.

Again, WOAI's nighttime audience was 27.1% greater than the average for NBC stations in 1077 cities, as established by NBC's 1944 Nationwide Survey of Listening Habits.

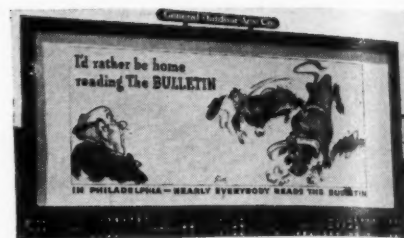
Its consistent record of "topping the toppers" is one of the reasons why WOAI sells more merchandise to more people in Central and South Texas than any other station—at a lower cost per sale!

50,000 WATTS
CLEAR CHANNEL
NBC AFFILIATE
MEMBER TQN



Represented Nationally by
EDWARD PETRY & CO.

THE POWERFUL ADVERTISING INFLUENCE OF THE SOUTHWEST



The Evening Bulletin, Philadelphia, is using 24-sheet lithographed posters with cartoons by Lichty in the Philadelphia area. In all, about 125 units are planned.

The special point-of-sale advertising will be available through any Morton Salt Co. sales representative, according to C. L. Ostrom, advertising manager. Grocers are urged to use the material to help build their spring vegetable sales along with their salt sales.

Booby-Trap Advertising

To emphasize the danger of part failures in automobiles in these days when new replacements are impossible, The Shell Oil Co. has opened a new Shellubrication "Booby-Trap" advertising campaign, which will appear this spring in 185 newspapers. The campaign will explain to the car driving public—fewer and fewer every day—how Shell's Visual Inspection of 35 potential automotive war worn parts can save many an essential car from sudden failure at best, and the junk pile at worst.

The campaign will tie-in with the Office of War Information and the Petroleum Industry War Council campaigns which are publicizing the need for automotive maintenance to insure safe driving.

Augmenting the newspaper campaign, Shell will carry the theme over into local radio programs throughout the country. Merchandising material, to be distributed to Shell dealers, will complete the campaign.

Concrete Block Makers Offer Masonry Data

BESSER Manufacturing Co., Alpena, Mich., manufacturer of machinery for making quality concrete blocks, has inaugurated a Public Information Service on concrete masonry.

The new service will function as a clearing house for information on concrete masonry for home owners, builders, architects, contractors, and others, and is under the direction of Flanley and Woodward, public relations counsel, New York City.

The most important function of the

SALES MANAGEMENT



Tom Willbanks, Oklahoma farmer, grossed more than \$7,100.00 in 1944 from his alfalfa.

IN THE FRONT RANK

Back in 1923 a 22-year-old Texas farmer, Tom Willbanks, called his wife into the combination parlor-bedroom of their tenant cabin and announced that in the morning they were starting to Oklahoma. Tenant farming in Texas had not been any too kind to the Willbanks, so Tom and his wife crossed the Red River and settled in Tillman county, Oklahoma.

A team, a few pieces of furniture and \$300 in cash represented the Willbanks's sole assets at the time.

Eleven years later, in 1934, Tom Willbanks found an 80-acre tract in the bottom land near Tipton could be bought for \$7,500. Through careful planning and hard work, Tom had accumulated \$4,500 in the bank. This he used as a down payment on the place. By 1939 he cleared the mortgage completely. By 1944 his record book showed gross earnings from this 80 acres, plus another quarter section he has rented, in excess of \$15,000.

The team of mules with which he crossed the Red River in 1923 served for a time. Then more mules were added. Then a tractor came into the picture. Then more mechanized equipment was purchased and in late 1944 Tom Willbanks completed his farm mechanization when he sold his last four mules.

Today, Willbanks' tool shed contains the following: two tractors, a power take-off mower, a two-row planter, a one-way plow, a planter, two cultivators, two 2-bottom moldboard plows, hay rakes and two trailers, one with a self-loading hay attachment. A modern pick-up baler, owned jointly with a neighbor, enables Willbanks to harvest alfalfa at the rate of 100 bales an hour.

The Willbanks home has not suffered because of Tom's intense interest in building up his farm. Mrs. Willbanks has electric lights, a butane heating unit and a butane-operated gas refrigerator. She is already planning a new seven-room home with basement and bath as soon as materials are available.

The Willbanks's interest in their community runs high. Tom is a member of the local school board, a fire warden, and a neighborhood group leader. The four daughters and two sons are all active in 4-H club and FFA work. Three boxes of purple, blue and red ribbons from county and state competitions prove their ability.

The story of Tom Willbanks is the story of a man who has made farming a business. It is being duplicated all over the Southwest today. It chronicles modern farming as championed by the farm paper most Southwestern farmers read.



Mrs. Tom Willbanks, the farm's auditor, brought out the account books for the Farmer-Stockman reporter on December 29, 1944.



County Agent S. E. Lewis is one of Tom Willbanks' closest friends and biggest boosters.



The FARMER ★ STOCKMAN

Oklahoma City, Oklahoma

Represented by The Katz Agency

THE OKLAHOMA PUBLISHING CO.: THE DAILY OKLAHOMAN ★ OKLAHOMA CITY TIMES
WKY, OKLAHOMA CITY ★ KFOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Mgmt.)

KFH--News

MEMO:

*Keep it Brief
Simple and
Lots of it!*



George Gow, Editor of the KFH News Bureau, came to KFH with a powerful background of newscasting with network personalities in Washington, D. C., and Cincinnati. At KFH he fills a big job in top-flight manner—with notable listener gains for KFH News.

That's why KFH advertisers are in good hands as well as in good company when they reach the *entire** Wichita market through KFH and KFH news.

*Wichita is a Hooperated City—Get the facts from Petry

In Kansas' Biggest and Richest Market, they depend for the facts on

KFH

WICHITA

CBS • 5000 WATTS DAY & NIGHT • CALL ANY PETRY OFFICE

When you want to **KNOW**...go to an expert!



In the matter of buying paper, your expert would be your printer. It takes the finest paper to get the best printing results—which explains the reputation Rising Papers have earned among these experts. You'll also find Rising technical papers have a similar acceptance in their own fields. Rising Paper Company, Housatonic, Mass.

Ask your printer...he **KNOWS** paper!



Rising Papers

PRINTING AND TECHNICAL

service, according to Jesse H. Besser, president of the company, is to tell women in particular the advantages of quality concrete blocks as a building material for homes.

"Many people think women's interest in homes is limited to wallpaper, equipment for the kitchen, etc.," Mr. Besser points out. "Actually, we believe women want homes that are durable and practical as well as beautiful."

"It is estimated that within five years after the end of the war between four and five million homes will be built. The war has brought to many people a new appreciation of concrete masonry construction. Blocks have been available without interruption on a non-priority basis because they require no essential materials. Produced locally of materials found on the spot, transportation by rail is seldom necessary. Properly used, they assure a solidity and permanence unusual to wartime construction."

With the new service, Mr. Besser believes that a contribution can be made to the welfare of the country by helping more people see how they can have homes of their own. "When the public understands the importance of quality concrete masonry construction," he says, "there will be increased demand for it—and with the increased demand manufacturers will turn to Besser Vibrapac machines and mixers."

Mail Order House Issues "Code" for Buyers

"FUNERAL Crepe" for old-fashioned buying was recommended this week by Robert W. Jackson as the best approach to modern selling.

Mr. Jackson, recently elected president of Aldens Chicago Mail Order Co., in a strongly worded statement to Alden's entire Merchandising Division, labelled the superstructure of mass selling entirely dependent upon "healthy source relationships."

Alden's president listed the following practices for his buyers:

1. Take your source into your confidence.
2. Tell him all your plans and problems.
3. Make his responsibilities yours.
4. Work for the solution of his problems.
5. Tell the truth—don't estimate impossible sales goals.
6. Don't guess—know your own requirements, your materials, your quantities and your delivery dates.
7. Make mutual profits your objective.



ARE YOU PLANNING TO USE MOVIES... SLIDE FILMS...

OR, MORE PROBABLY, BOTH?

TRANSMITTING IDEAS . . . skills . . . and knowledge to large numbers of people, clearly, uniformly, and quickly, is a problem common to both war and peace. And the war-proved answer—films, for maximum effectiveness—will definitely carry over into postwar business. . . .

You will use films for sales training, demonstration, publicizing, and selling—and will want them to reflect the war-stimulated advances in film application, preparation, production, distribution, and even projection.

Call on your commercial producer. He has been making war films night and day . . . has been in on their military and industrial development . . . and knows what films can do. He knows whether your problems call for movies or slide films—sound . . . or color. Although he is probably still up to his ears in war film production (and film stock itself is still tight) he can help you get started. And having some of your planning, preparation, and paper work under way now may save you important time later.

Set up that meeting with your sales and advertising people and your producer now. It's not a bit too soon. Eastman Kodak Company, Rochester, N. Y.

PHOTO VISUALS

Demonstrate . . . Train . . . Dramatize . . . Sell



Kodak

The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?

This is the first of a new series of articles dealing with America's second-largest peacetime industry. Advances in the development of synthetics and in textile chemistry indicate that scores of companies in the industry, heretofore lacking in promotion consciousness, will shortly break into the ranks of consistent national advertisers.

BY JAMES C. CUMMING

*John A. Cairns & Co.
New York City*

DURING the past five decades the history of advertising has recorded industry after industry that has become aware of the power of intelligent sales promotion and has applied that power to its own distribution problems. Drugs, foods, automobiles, dozens of other industries have branded their lines and focused the spotlight of modern advertising and publicity upon them.

Curiously backward in this regard has been the textile industry. True, textiles can lay claim to having some of the oldest trade-marks which are still in existence today. Fruit of the Loom is an example. And true, also, is the fact that some textile firms, such as William Skinner & Sons and Cluett Peabody & Co., Inc., were among the earliest trail-blazers in the advertising world. But these are exceptions. By and large the industry has been prone to sell unbranded lines, and many of the biggest textile mills, until recently, have been content to hide their light under a bushel.

The Second Largest Industry

Don't think for a minute that this comparative anonymity of the textile people is a small matter. There's nothing small about the textile industry. In fact, as industries go, textiles in this country are second only to food in dollar volume.

We'll take our figures from the 1939 Census of Distribution. There has been no later census, and even if there had been its figures would hardly be representative for our purpose. The 1939 Census puts the total wholesale value of food and kindred products at \$10,618,000,000. That's our biggest single industry.

Textile and related products, including fabrics and apparel, totalled \$7,459,000,000, at wholesale in the same Census — which puts the textile in-

dustry in second place, beyond question.

For the sake of comparison, we might add that the production of iron and steel and related products accounted for a total of \$6,592,000,000 in our 1939 economy. The much-talked-of automobile industry was represented by a volume of \$4,048,000,000.

But let's look at the two leading industries from another angle. Employed in the processing of foods and kindred products were 1,132,625 people. Employed in textile mills and in the manufacture of apparel were 2,012,915 people. From this point of view textiles constituted in 1939 our biggest single industry.

Statistics Tell the Story

Please don't think that we are trying to reach any hard and fast conclusions on the basis of these figures. We are willing to admit that there is some truth in the statement that there are three kinds of liars—liars, damned liars, and statisticians. But since statistics have their value in visualizing the relative size and importance of the industry we are going to present a few more:

1. The 1939 Census recorded actual textile mill products with a total value of \$3,931,000,000. Processed from those mill products were apparel and other finished products including domestics and home furnishings, with a total value of \$3,103,000,000. In addition, products of converters and finishers totaled \$425,000,000.

2. The quantity of woven cotton fabrics produced in 1939 totalled 8,400,000,000 linear yards, or nearly 9 billion square yards. Of this total, 626 million square yards were colored yarn fabrics, and more than 5 billion yards were produced in the gray for later bleaching, dyeing, printing, and

finishing. The bulk of the remaining yardage went into industrial uses, such as bags, machinery, belts, cotton bale coverings, filter cloths, and tobacco cheese cloth.

3. Silk and rayon production was 1,410,000,000 linear yards in 1939, practically all for apparel and home furnishings uses. This total included about 69 million yards of silk and silk mixtures.

4. Woolen and worsted mills produced 567 million square yards of goods. With the exception of 47 million square yards, this was entirely for apparel and home furnishings.

The Structure Is Complex

5. The yardage figures mentioned do not include knitted fabrics, which are produced both for re-sale to manufacturers of finished garments and for use by the mills that make them into finished garments themselves. For example, integrated knitting mills produce knitted fabrics, and make them into garments such as men's undershirts, women's underwear, and women's slips.

6. Each year the average individual in the United States requires about 60 linear yards of woven fabrics for clothing, sheets, towels, blankets, curtains, and similar articles.

7. This table will show the relative importance of a few of the end products included in the textile industry:

Product	Annual Production (Millions of Units)
Women's dresses (almost half house or wash dresses).....	200
Women's slips	106
Men's shirts, other than work..	160
Men's work shirts	81
Sheets	87
Men's pants and slacks	30
Men's work pants	60
Children's overalls	21
Men's overalls	48
Towels, all types	500

We might add to this table the 175 million yards of rayon linings produced annually for men's, women's, and children's outer apparel.

These figures give some idea of the complex structure of this tremendous industry. They also indicate how relatively new—and as yet how few and far between—are the industry's nation-



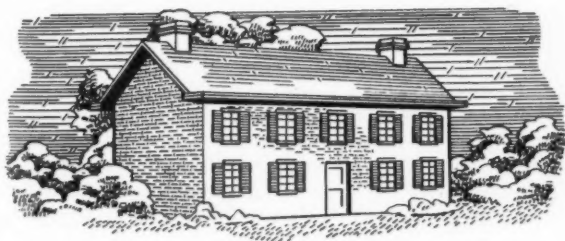
HENRY J. HEINZ

1844 - 1919

Founder of H. J. Heinz Company,
maker of famous 57 varieties.

First advocate of America's pure food laws.

Men Who Made Pittsburgh Great



IN 1869, H. J. HEINZ began to prepare and sell
grated horseradish in Pittsburgh. His first garden
was three-fourths of an acre.

Due to enterprise, typical of the
men who made Pittsburgh great,
Mr. Heinz' tiny business grew until,
today, the H. J. Heinz Company
yearly uses the crops from 200,000
acres of land. It has 26 factories
in five countries. Before the war,
two hundred and fifty sales agencies

in countries around the globe distributed Heinz
products.

Thanks to Mr. Heinz and others like him,
Pittsburgh has become the sixth largest market
in the United States. Now, Pittsburgh's great
industries—food processing, steel, coal, aluminum,
electrical, glass, paint and oil are producing for
war. Tomorrow they will be producing for peace
with *no reconversion needed*.

When you can make and sell peacetime goods
again, remember that The Press covers 69% of
metropolitan Pittsburgh homes reading a daily
newspaper.

The Pittsburgh Press

Represented by the National Advertising
Department, Scripps-Howard News-
papers, 230 Park Avenue, New York City.
Offices in Chicago, Detroit, Memphis,
Philadelphia and San Francisco.



No. 1

In Pittsburgh
In Daily Circulation
In Classified Advertising
In Retail Advertising
In General Advertising
In Total Advertising

ally known brands. Among fabrics, for example, for every Dan River, Skinner, Bur-Mil, Stonecutter or Pacific there are hundreds of mills that sell their products in the gray or as unbranded finished goods.

It's the fabric mill that's the foundation of the textile industry. The quality of the finished product can be no better than the cotton, rayon, woolen or worsted fabric which goes into it. And that's one important reason why this industry has been so backward about the adoption of modern sales promotion methods.

The mill is far removed from the consumer. Before the mill can get any return from its advertising it is necessary that techniques be worked out to permit the identification of the

fabric straight through to the consumer. Furthermore, in doing so, it is required that techniques be developed for identifying to the consumer the yarn which goes into the fabric, so that the yarn producer also can profit from his promotional work.

Who are the yarn manufacturers? They're such firms as DuPont, Celanese, American Viscose, Bemberg, and Tubize—all making the yarns which mills use for weaving their fabrics. Notice that those we have mentioned are all producers of synthetic yarns. That's because the synthetic people have been most aggressive in building their brand names and promoting their products. But there are a few producers of cotton yarns, such as the members of the Durene Association,

who have made a start in the same direction.

Included among the mills that weave fabrics from these natural and synthetic yarns are such well known names as Pepperell, Dan River, Bates, and others that we have already mentioned. Among the woolen and worsted mills are Stroock, Forstmann, Hockanum, Cyril Johnson, A. D. Juilliard, Collins & Aikman, Botany, and Pacific.

Also included are "sleeping giants" like the Avondale Mills of Alabama, The Springs Cotton Mills, American Woolen Co., Metcalf Brothers, and Stillwater Worsted Mills. All these are tremendous producers whose products have not yet been identified for the benefit of themselves and the consuming public.

Many of the big mills have their own selling staffs and their own sales offices in key cities throughout the country. But there are a great many, particularly the smaller mills, that market their fabrics through tremendous selling agencies such as J. P. Stevens, Southeastern Cottons, and Deering Milliken. Some of these agencies are independent, some are owned by the mills, and others are in essence holding companies for the mills they represent.

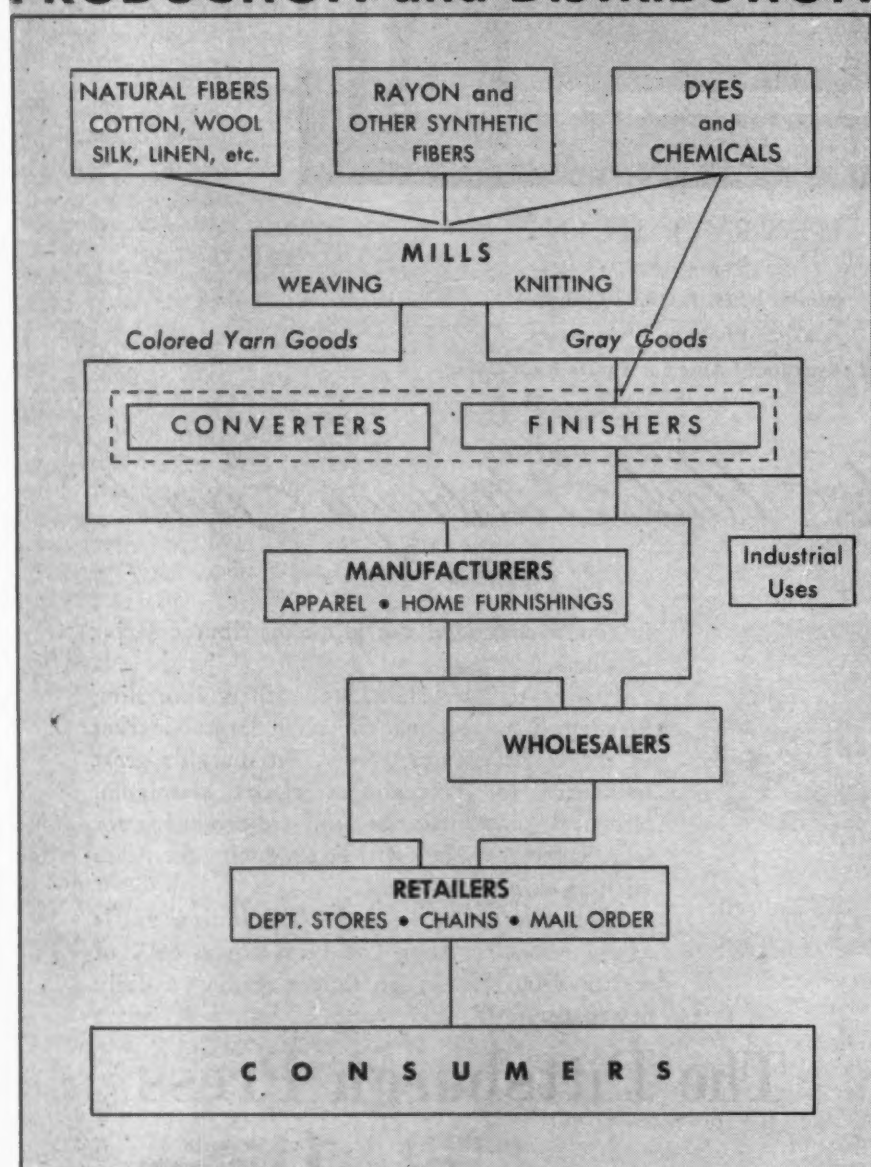
How the Converter Fits In

Where does the converter fit into the picture? The converter is the "idea man" of the industry. He buys gray goods and has them printed with patterns which he has designed, or he arranges with mills to weave goods according to his idea of patterns which will sell readily. The converter can be a small operator, carrying his business in his hat, or he can be a "big name" in the industry, such as Everfast, Cohn-Hall-Marx, Cantor - Greenspan, M. Lowenstein & Sons, Healey Glass, Arthur Bier and Dumari. These are a few of the many converters whose brands are nationally known in their own right.

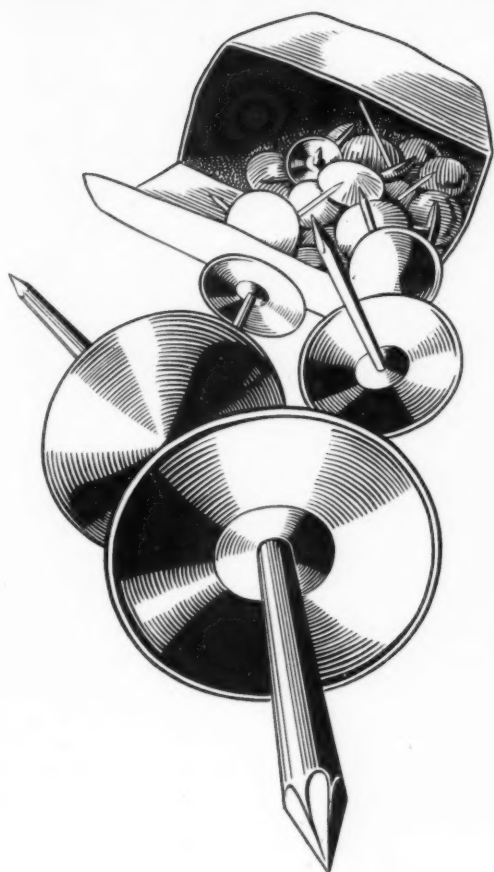
Then comes the finisher. He doesn't, as a rule, buy or sell a yard of goods, but his work is increasingly important and promises to create the major points of difference between many post-war fabrics. The finisher dyes, prints and applies special finishes for others. Among the many textile advances for which the finisher is responsible are shrinkage control, water repellency and water proofness, permanent crispness, stabilization, crease-resistance, permanent glaze, fire retardance, wind resistance and abrasion resistance.

The trade names of such important finishes as Sanforized, Tebilized, Everglaze, and Zelan are already nationally

TEXTILES PRODUCTION and DISTRIBUTION



This chart shows, in simplified, diagrammatic form, the great complexity of production and distribution in the textile industry.



Brass Tacks

FACTS . . . between 1920 and 1940 Los Angeles County population increased 1,849,188, became the nation's third largest and richest market, and its fifth greatest industrial center.

Since 1940 it has gained 463,849 in population and become America's second largest producer of war goods . . . no war boom, but a continuation of its time proven ability to absorb enormous population gains and keep pace industrially.

Because the Herald-Express is read by 51,600 to 71,500 more families in the vital city and retail trading zone than any other daily newspaper, it is the logical first choice on present and postwar advertising schedules planned to reach this amazing market.

LOS ANGELES EVENING

Herald-Express

LARGEST DAILY CIRCULATION IN THE WEST

Represented Nationally by Paul Block and Associates

APRIL 15, 1945

[55]

known. So are some of the leading finishing plants, including Cranston Print Works Co., The Aspinook Co., Delta Finishing Co., Florian Bleachery, Fairforest Finishing Co., United Piece Dye Works, and Proximity Print Works. To them largely belongs the creative application of chemistry to the cotton and rayon industries. Their contributions in the past decade have been second only to the development of synthetic fibers in the progress of the textile industry.

Other finishes which probably will be better known after the war are those created by such firms as Rohm and

Haas, Sandoz, and Dow Chemical from synthetic resins and other new finishing materials.

Where does the apparel manufacturer buy his fabrics? He may get them direct from the mill, if the mill makes the kind of finished goods he requires, or he may buy them from a converter. The answer depends largely on the products the manufacturer produces.

Dress manufacturers generally get their cotton and rayon goods from converters, since only a few mills produce finished woven dress goods. Manufacturers of overalls, shirts and similar garments generally get their fabrics di-

rect from the mills. Woolens and worsteds are largely sold finished and bought direct. The manufacturer will naturally turn to the mill or converter who produces goods which are most suitable for his type of garment.

Of recent years the alert manufacturer has begun to add the additional factor of brand identification in his choice of a mill or a converter. Today war shortages force the manufacturer to take his goods where he finds them, if he can find them at all, but there is every indication that brand identification will be increasingly important in the post-war years.

Trend Toward Trade-Marks

Also there is every indication that manufacturers of finished textile products will strengthen their own trade-marks. And there certainly is plenty of room for strengthening present brands and for introducing new ones.

For every Nelly Don or Valincot, there are dozens of dress manufacturers whose products are sold with no identification other than the store label.

Women's slips are fairly well branded, with their Barbizons, Seamprufs, Mary Barrons, and Leonas, but still the bulk of the business is done in unbranded lines.

Even in men's shirts, with such strong brands as Arrow, Van Heusen, and Manhattan, well over half the volume is done on private brands or unbranded shirts.

We have now traced the course of the textile products from the yarn manufacturer to the mill to the converter to the manufacturer, but we have not yet reached the consumer. The manufacturer sells to the retailer, and the retailer sells to the consumer. The yarn manufacturer may therefore be said to be six steps away from the consumer and the mill five steps away. This distance from the consumer has raised barriers which have retarded the growth of textile advertising and sales promotion in the past. In future articles we shall discuss the ways in which these barriers have been hurdled.

(In his second article, to appear in an early issue, Mr. Cumming will show why the textile industry is ready for national advertising. A third article will analyze why the industry has thus far been backward about sales promotion. And a fourth will cover the factors current today that contribute to successful promotion.—THE EDITORS.)

EDITORIAL POSITION available, on a leading business publication in the merchandising field. The job includes re-writing, reporting, plenty of correspondence with readers and preferably either the ability or willingness to learn the use of camera equipment. Please give full particulars as to salary, and experience, etc. Box 2102, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT

MIAMI-
Florida's largest and most productive market-
the station most people listen to most ...

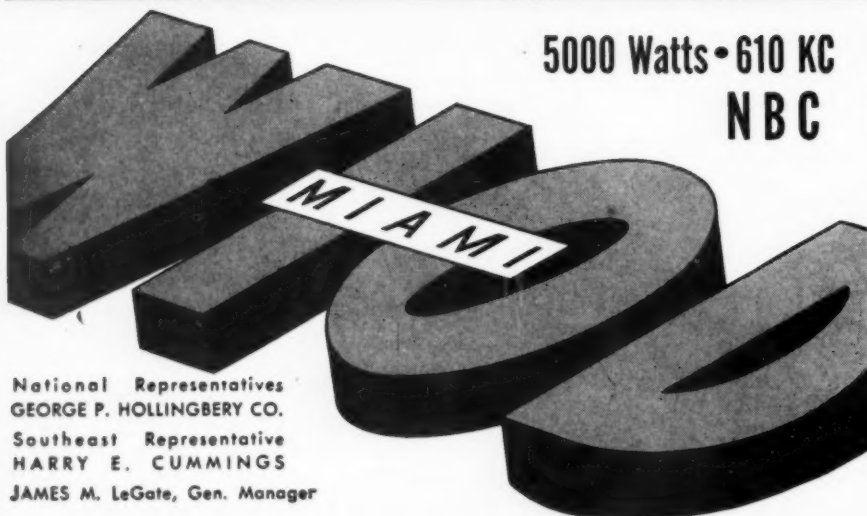
C. E. HOOPER, INC.

JANUARY-FEBRUARY, 1945

STATION LISTENING INDEX - MIAMI, FLA.

Station	MORNING INDEX 8 A. M. to 12 noon Mon. thru Fri.	AFTERNOON INDEX 12 noon to 6 P. M. Mon. thru Fri.	EVENING INDEX 6 P. M. thru 10 P. M. Sun. thru Sat.
WIOD	30.5	37.6	44.6
B.	19.0	28.9	27.3
C.	41.2	19.3	16.0
D.	9.3	13.9	12.0

5000 Watts • 610 KC
NBC



National Representatives
GEORGE P. HOLLINGBERRY CO.
Southeast Representative
HARRY E. CUMMINGS
JAMES M. LeGate, Gen. Manager



PROPS FOR CONSUMER RESEARCH: (left and below) A portable miniature stage is the testing equipment used for General Mills package-label research. Subjects focus vision on the white dot on the curtain. Then the curtain is raised for one second or more, and subjects are asked what they remember having seen.

THE WINNER . . . (below right) The top label survived all tests; the one in the center was runner-up; the label at the bottom is the old, discarded one.



BY
LARRY
FITZMAURICE

How General Mills Pre-Tests Packages

When a new container is created for a product in the General Mills family, an exhaustive check is made to create a package which stands up against competition, which embodies top-notch display value and takes fully into account the preferences of consumers.

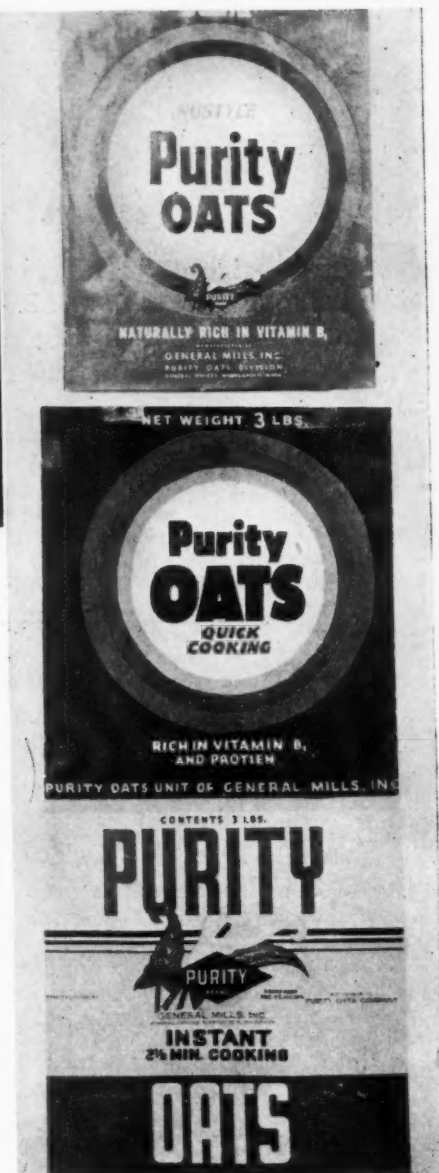
WE have just witnessed a psycho-physical experiment in scientific application of certain principles in the conception, evolution, and birth of a General Mills food package-label, by the Research Department of Knox Reeves Advertising Agency.

On the outcome of the experiment rests, in part at least, the future package-label sales appeal of GM's Purity Oats. At the outset of the experiment the researchers knew what they were looking for; when the tests were completed they were scientifically certain they had what they wanted.

The experiment was under the direction of Dr. A. R. Root, head of the Reeves Research Department. To begin with, the researchers knew that the job of the package and the label was to sell Purity Oats. The first questions to be answered concerned

package dimension. Should the package be rectangular, or should it be cylindrical? Because similar competitive products were packed cylindrically, it did not require too much deliberation to determine that Purity Oats should be packed the same way. Next was the question of dimensions. This was the first important step in the researchers' design for a package which must have everything and couldn't compromise at anything.

It was known that the package itself had to meet certain positive requirements: (1) It had to be large enough to hold a certain number of ounces of Purity Oats; (2) it had to have balance; (3) it had to be easy to handle; (4) such factors as space on the grocers' and consumers' shelves had to be considered; (5) its dimensions had to create the illusion of greatest volume; (6) economy of the



paper carton was a factor, but not too important.

The experiments were started with what Dr. Root calls the Reeves Exposure Apparatus. This is a portable miniature stage into which can be inserted one to three shelves on which items to be tested are placed. It has a weighted curtain to close off the view of packages on the shelves. A timing device can raise or lower the curtain for any desired number of seconds or fractions thereof, much like the shutter on a camera. Researchers can accurately test any and all factors involving

Not at home . . .

is not nice news for a salesman. Or a product. Or an advertisement . . . The salesman at least can write a report. The product suffers in silence on the shelf. The advertisement doesn't even echo. The casualty reports come in the sales figures! . . .

A lot of former good customers have learned how to live without. Have learned to like other brands and substitutes. Have learned to want less. Have learned to save rather than spend . . .

And a lot of good customers aren't going to be at home tomorrow to old products. A lot of dealers will say "Sorry." A lot of salespeople will know salestalks for other products and other firms . . . Old customers are a real re-conversion problem. Meet it with Metropolitan Group in your postwar plans. Because Sunday comics sections can carry advertising among more well disposed people at one time than any other kind of medium. They're read by converts, regularly, every Sunday. Read at home, at leisure. Read by three out of four adult Sunday paper readers—which includes distributors, dealers,

salespeople, stock clerks, order fillers, and department store buyers, as well as customers!

AND Metropolitan Group meets 15,000,000 homes—enough of which will be at home for any good product, new or old, to make sales, to make sense in sales programs! . . . Tell the nearest Metropolitan Group office you're at home now, to more information . . .



The first national newspaper network . . . Metropolitan Group

Comics Section Advertising in: Baltimore Sun • Boston Globe • Chicago Tribune • Cleveland Plain Dealer • Detroit News • New York News • Philadelphia Inquirer • Pittsburgh Press • St. Louis Globe-Democrat • Washington Star • Des Moines Register • Milwaukee Journal • Minneapolis Tribune • St. Paul Pioneer Press

ALTERNATES: Boston Herald • Detroit Free Press • New York Herald Tribune • St. Louis Post-Dispatch • Washington Post • OPTIONAL ADDITIONS: Atlanta Journal • Buffalo Courier-Express • Cincinnati Enquirer • Columbus Dispatch • Dallas News • Houston Chronicle • New Orleans Times-Picayune • States • Omaha World-Herald • Providence Journal • Rochester Democrat & Chronicle • San Antonio Express • Springfield Union & Republican • Syracuse Post-Standard • METRO-PACIFIC: Fresno Bee • Los Angeles Times • Long Beach Press-Telegram • Oakland Tribune • Oregon Journal • Sacramento Bee • San Diego Union • San Francisco Chronicle • Seattle Times • Spokane Spokesman-Review • Tacoma News Tribune

220 East 42nd St., New York 17 • Tribune Tower, Chicago 11 • New Center Bldg., Detroit 2 • 155 Montgomery St., San Francisco 4

human judgment under controlled conditions.

In the Purity Oats tests the researchers placed a dozen or more sample cylindrical packages of constant cubic content, of varying dimensions, on shelves inside the black-curtained stage. For this and most subsequent tests from 25 to 30 people (usually housewives) were recruited. Dr. Root found that the concerted judgment of any number up to 100 is as competent as that of 100,000 people. Each sample blank package was plain and unmarked. A controlled view was exposed to the people present for one or more seconds and then each person was asked which package was the largest, when this happened to be what the researchers were testing.

It wasn't always that the package which created the illusion of greatest volume was used, but it could well work out this way if other important factors did not have to be compromised.

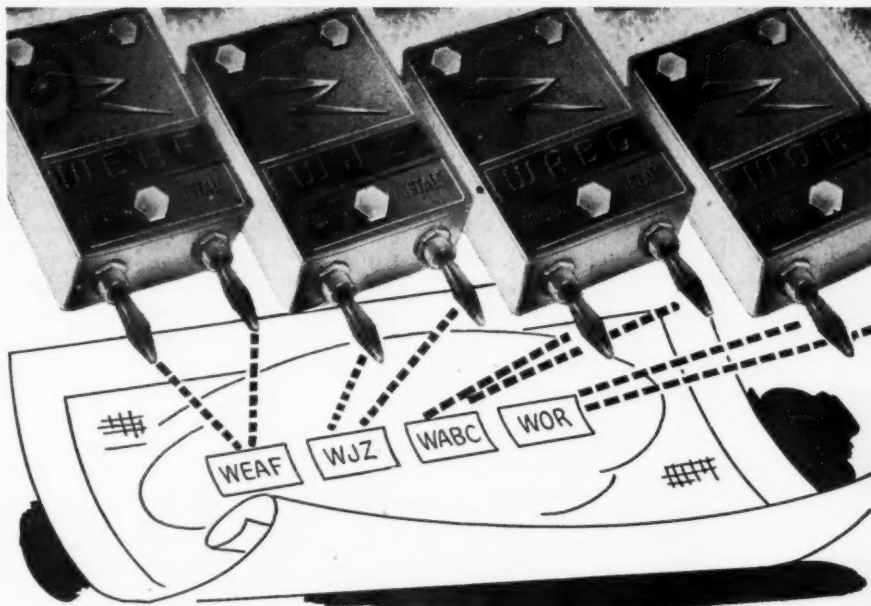
A Quintet of Label "Musts"

But let's get on to the label. In Dr. Root's book, here are the essential elements a label must have: (1) It must be identifiable among any and all packages on a grocer's shelf; (2) it must have good visibility on a shelf by itself or when mixed in with other packages; (3) its brand name must be unique and stand out; (4) it must be interest-compelling in its makeup; (5) its color combinations must inherently suggest the package contents and superior quality.

Knox Reeves' staff of artists was called into conference. Most of the information detailed above was given to them. Individually, they set about to accomplish the job outlined. They started from scratch, and after a few weeks each submitted one or more sample labels. It was no discredit to any of them that all their efforts were scrapped at first; but out of their combined talents there evolved some broad conceptions of what the label would be like finally.

Every imaginable color scheme, background, and layout was represented. The researchers went to work on what the artists submitted. Later the artists were given a general idea of what the label now must contain and look like. They settled for five different designs which were subsequently tested to determine which had the greatest attention value when tested against each other and against similar packages for competitive brands.

Two different testing procedures were used: (1) All the competitive packages and only one of the five Purity packages were exposed to nearly 100 people individually for three-



BLUEPRINT FOR POST WAR RADIO VOLUME

When the popular postwar broadcast receiver is sold across the retail counter, the dealer will simply plug in four crystals that match the frequencies of the four most popular local stations. In a lot less time than it takes to set present push-button controls, he will supply crystal-clear and infallibly razor-sharp reception of those stations the customer chooses, plus permanent crystal clarity for all other stations on the broadcast or other bands.

Electronic engineers, recognizing this as a major sales feature, are designing such circuits now. To these we offer freely our experience in the use of crystals, and our advanced ideas for economizing in tubes, in power and in production costs. If we can aid in your postwar engineering—and you will in no way be obligated—please write us. We want to sell crystals, of course, but we want first to help extend their service to the field of radio, fm and other electronic devices.



PAN-ELectronic LABoratories, Inc.
500 SPRING STREET, N. W. • ATLANTA, GEORGIA



fourths of a second. Each person was asked to name the brands he remembered seeing. (2) Ten different arrangements in the testing apparatus shelves of the Purity and one competitive brand package in a fixed background were exposed to 20 people who were asked to name the brand which first attracted their attention.

In making their deductions, the testers found that the Purity packages ranked second and compared favorably with the package rating first. They also found the Purity packages were seen first in different arrangements on

the shelves by a ratio of 112 to 62. When only two packages were subjected to the tests a fixation point on the black curtain was set at a position exactly in the center, midway between the packages. Testers were instructed to concentrate on this point and were told that the screen would raise to give them a one-second view of a group of packages. They were instructed to report which package dominated their attention.

It should be remembered that this was not a test of legibility of brand names, but rather of attention-value of

the total format of package design, both in terms of color in contrast to the predominant yellows, reds, and browns found in the general run of rolled oats packages—and to the total design. In a controlled laboratory procedure such as this it is necessary to obtain large numbers of new and different subjects in order to find real and significant differences in judgment.

There is a similar story to be told in the selection of many a brand name, but it is less involved. An appropriate brand name is important because, first of all, it should connote an inherent association with the product for which it speaks. All manner of association tests have been devised for this purpose. The brand name must be one which is easily pronounced; it should be a name customers can easily remember.

Labels Are Made—Not Born

Package-labels are made—not born. As in the case of another General Mills food product, Softasilk cake flour, sometimes they are made by the customers. This was done under the direction of Dancer-Fitzgerald-Sample Advertising Agency, and thousands of grocery store patrons, unwittingly or knowingly, helped in the final selection of the new Softasilk design.

The merchandising organization of GM had felt that the former package-label, while it had many good points, also had some weak ones. It was known that because of a white background, for example, the package did not stand out on grocers' shelves. There were other confusing elements on the package. In developing a new design, the agency was guided by the fact that a package-label would have to reflect the high quality of the product, be attractive to housewives, and sell more Softasilk.

It was felt that no woman is interested in cake flour—what she is interested in is cake. If the label showed her an appetizing illustration of a cake, that was the beginning of a solution to the problem. More than 100 designs were created, with a cake illustration predominating. These designs were tested under actual conditions in grocery stores; records were kept of patrons' preferences, and here are some of the results:

Designs featuring cakes won consistently over all others. The larger the cake illustration, the more the design was favored by housewives. More women preferred a dark cake with white frosting than any other type of cake. "Don't make it fancy," women said. They wanted helpful suggestions and recipes on the back.

SOIL FOR SALES OF TODAY AND TOMORROW



Millions of your old customers, and more millions of prospects are no longer buying from your regular outlets.

These citizens, male and female, are now in the service of their country, buying their everyday needs at Army Exchanges and Navy Ship's Service Stores in this country and abroad.

They buy there because these service outlets are the only convenient source for their endless variety of needs.

These young Americans will make

up the principal part of your civilian market for years to come. Today they are forming brand preferences which will influence their family purchases for years. Are they using your products? Are you represented on the shelves of the thousands of "PX's" and Ship's Stores throughout the world?

Protect your present and future market. Advertise through POST EXCHANGE to the officers who do the buying for these service outlets. Further information is available at any of our offices. Write, wire or 'phone.

... A Youthful Market With a Great Future

POST EXCHANGE

ARMY • NAVY • MARINES • MERCHANT MARINE

Main Office—292 Madison Ave., New York 17, N. Y.

HARLEY L. WARD, Inc.
300 W. Michigan Ave.
CHICAGO 1, ILLINOIS

WALTER W. MEERS
101 Marietta
ATLANTA 3, GA.

SIMPSON REILLY, Ltd.
Garfield Building
LOS ANGELES 14, CAL.

SIMPSON-REILLY, Ltd.
Russ Building
SAN FRANCISCO 4, CAL.

FRED WRIGHT CO.
915 Olive Street
ST. LOUIS 1, MO.

DUNCAN MACPHERSON
700 So. Washington Sq.
PHILADELPHIA 6, PA.

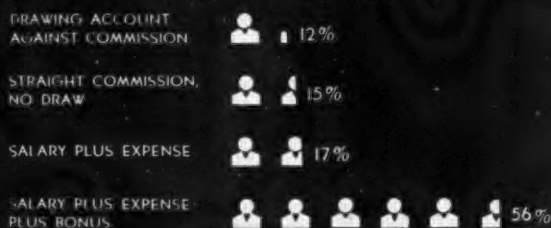
Marketing PICTOGRAPHS

Planned by
Philip Salisbury,
Executive Editor,
and designed by
The Chartmakers, Inc.

TRENDS IN SALES COMPENSATION

Several hundred companies, employing an average (median) of 50 salesmen, were asked to tell about their compensation plans, present and future.

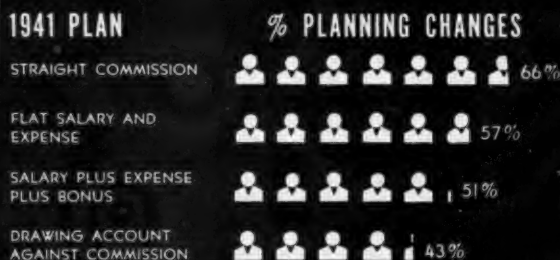
THIS IS HOW THEY PAY THEIR MEN NOW:



As to the future — the trend is toward a guarantee plus an incentive plan. Flat salaries and commission without a draw seem on the way out.

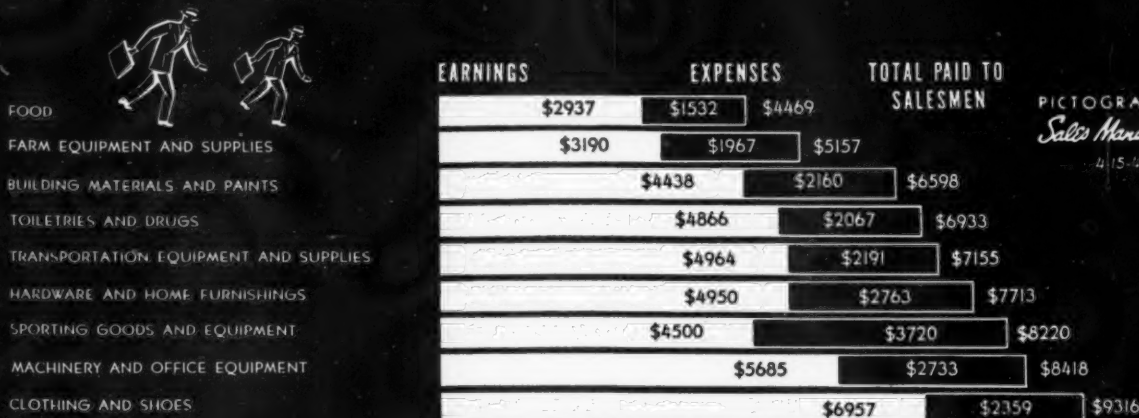
DISSATISFACTION WITH PRESENT PLANS IS GENERAL

Roughly one-half of the companies will make post-war changes in the compensation plans which were current in 1941.



Average earnings and expenses in 9 fields

The cooperating companies were broken down into nine major groups, and the 1943 earnings and expenses show these averages:

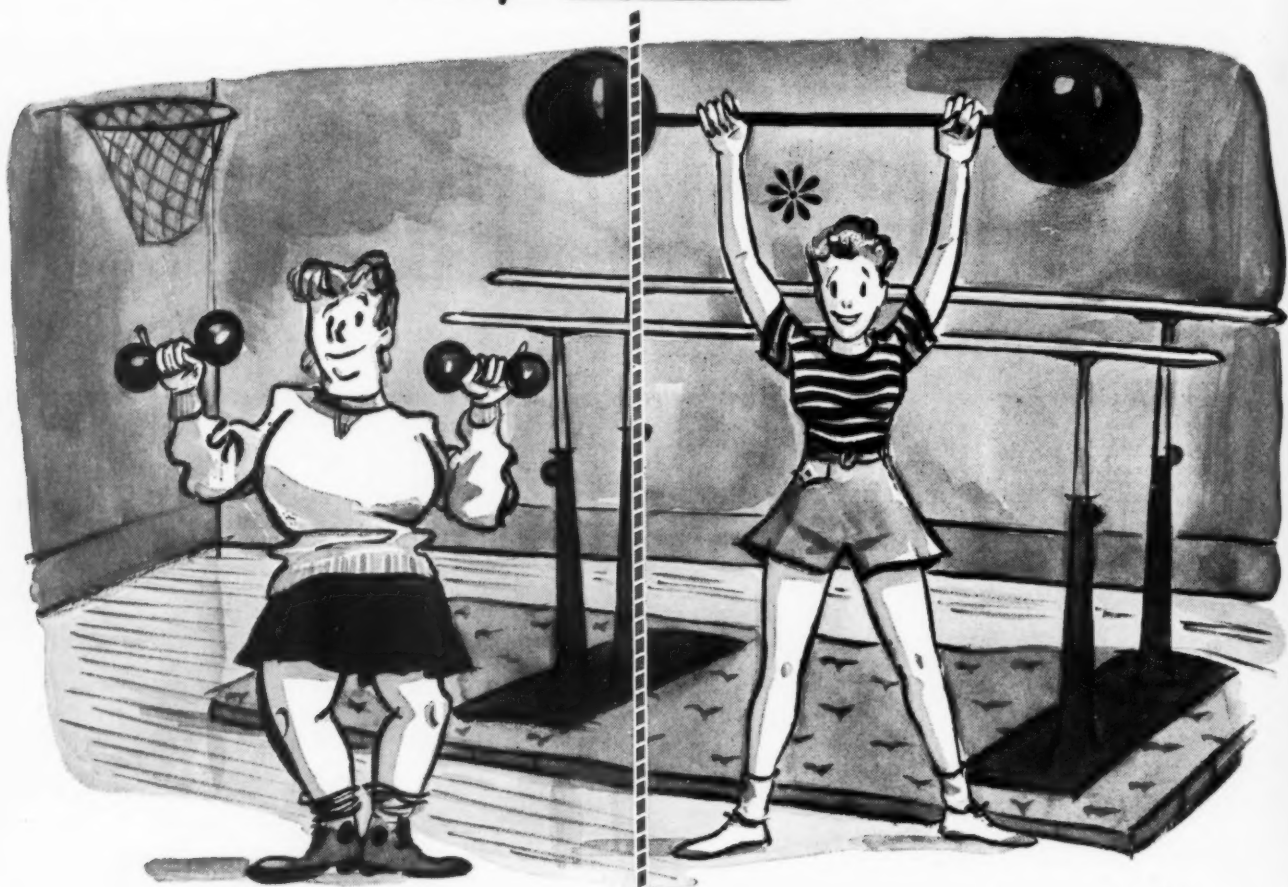


Source: "What's Ahead in Paying Salesmen" by McClure, Hadden & Ottman, Inc.

PICTOGRAPH BY
Sales Management
4/15/45



Always Remember the



FORGOTTEN 50%*



STRONG interest—and weak interest—in new products for self, home and family—divide the women's market into two great halves!

Young, beginner housewives want to read your advertising to educate themselves about your product. Old-established housewives are too brand-complacent to feel more than passing interest in news about your goods.

Women's magazines, by the nature of their editorial appeal, sift out these two types of women for you. Women's service magazines attract buyers whose median age is 38! Dell Modern Magazines—like most

screen-romance magazines—are bought by young housewives, whose median age is only 24.9 years!

For maximum sales, remember the devotees of screen-romance magazines—the fifty per cent of American women “forgotten” by any manufacturer who thinks his market begins and ends with service magazine readers. And remember, too, that Dell Modern Magazines select the top-quality audience in the screen-romance field!

DELL PUBLISHING COMPANY, INC.
World's Largest Publisher of Mass Magazines and Books
149 Madison Avenue, New York 16, N. Y.

Dell Modern Magazines

THE ONLY 3 WOMEN'S GROUP MAGAZINES WITH OVER 1,000,000 CIRCULATION AT 15¢ A COPY!

MODERN SCREEN • MODERN ROMANCES • SCREEN ROMANCES



SUPER MARKETS AS A DRUG OUTLET

Operators controlling about 3,000 Super Markets in 38 states have reported on what they are doing in the mass merchandising of drugs and cosmetics.

% of Supers handling



PICTOGRAPH BY
Sales Management
4-15-45

Source: Survey by Super Market Merchandising

20%



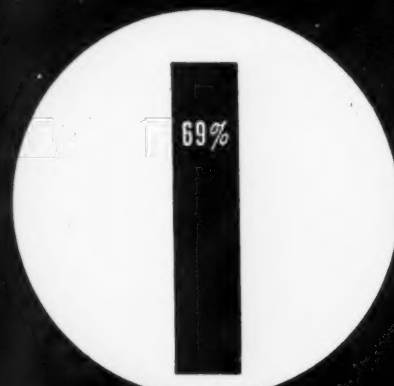
1939

50%



TODAY

69%



AFTER THE WAR PLANS

About 10% of the operators say that their attempts to merchandise drugs have not been successful—either by failure to exploit the venture, or inability to secure merchandise through being "blackballed" by drug wholesalers or manufacturers.

EATING-OUT DOUBLES IN FIVE YEARS

Taking the 1940 volume of American restaurants as the base, 100, here is how the volume increased in succeeding years:

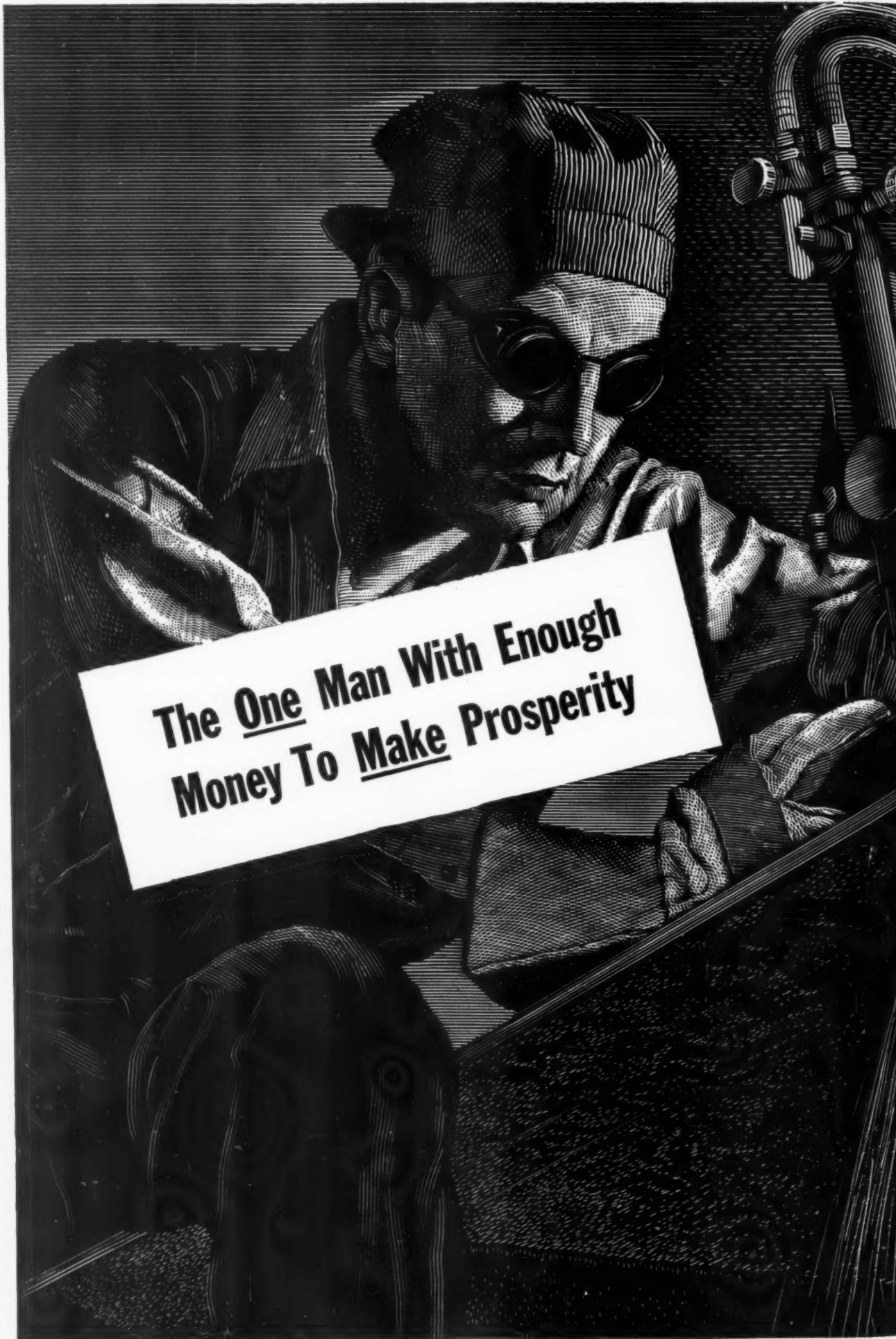


In the same period room sales (dollar volume) of hotels increased 63%. Total retail sales (all types of stores) increased by one-half during those years.

PICTOGRAPH BY
Sales Management
4-15-45

Source: Ahrens Publishing Co.





**The One Man With Enough
Money To Make Prosperity**



If Your Advertising Can Influence Him

There's only one thing that makes prosperity. That's *money*.

There is only one thing that makes money. That's *work*.

To have work—enough work for all—we have to sell *50 per cent more* than we did in our best peacetime year.

And this is the *only* way to an America of lasting prosperity.

In this picture, you're face to face with the man who can swing it—the Wage Earner. He has the money—now—today. In figures, *his* saved-up billions add up to *four times what all America had saved back in 1918*.

He's the new buying power in the land. Shortages have built a huge backlog of buying pressure to launch his spending. Combine his spending ability and his unfilled wants—and you've got the raw materials to write off depression for a generation—perhaps forever.

Still, it's up to your advertising—literally to raise the standard of living in America a notch higher than it's ever been before. It's up to your advertising to do a new kind of selling job—to give these new millions brand new tastes, to re-furbish millions of American homes inside and out, to set up horizons broader than the Wage Earner millions have ever known.

There is only one way your message can influence the most of them best—and the best of them—most. It's in an atmosphere, a setting, already friendly to them and close to their hearts. These millions trust and respect Macfadden Publications because they were the *first* to bring them their *own* lives...their *own* stories...their own deepest aspirations in magazine form.

No other magazines reach more of them. No other magazines in America today have greater power to influence the Wage Earner millions.

Advertise to them in Macfadden Publications—and you get across to them!

MACFADDEN PUBLICATIONS, INC.

TRUE STORY • THE MACFADDEN WOMEN'S GROUP • THE MACFADDEN MEN'S GROUP

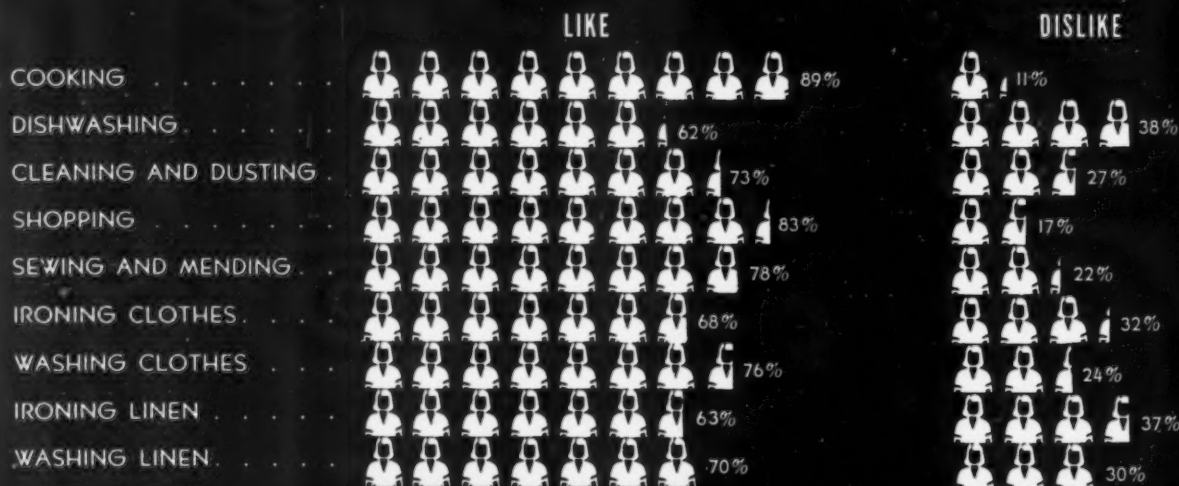
Reaching One-Half The Wage Earner Magazine Reading Families

WOMEN LIKE MOST TO SHOP AND COOK

Arthur Deute, famed as a gentleman chef, says that male cooks excel because they like to cook, whereas women do it as a duty. But women surveyed in a national sample by the Crowell-

Collier Corp. give the lie to Mr. Deute.

Asked whether they like or dislike various housewifely tasks, they answered:



Source: "Homemaking and Appliances," Crowell-Collier Research Department, March, 1945

PICTOGRAPH BY
Sales Management
4-15-45

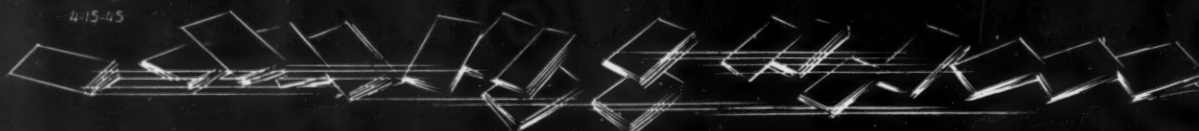
SALES HELPS WANTED BY APPLIANCE DEALERS

Several hundred appliance dealers—a nationwide sample—were asked what they needed most from the manufacturers whose lines they handle. Instruction materials for their salesmen brought top returns, with sales presentations, training

manuals and pocket catalogues being ranked in that order. Greatest insistence came for a standard 8½x11 size sales presentation catalogue with 3 ring binder.



PICTOGRAPH BY
Sales Management
4-15-45



Source: Dealer Appliance Survey by the Norge Corp.



Verona Van Art

Verona Van Art is a person you'll meet
In any large town, living on the "best" street;
But sadly to say
Verona's passé,
Life's passed her right by; she's kaput, obsolete.
Yet somehow the fiction gains credence each day
That Mrs. Van Art must apply her O.K.
On cosmetics, drugs,
Or patterns for rugs,
Before any dealer sends orders your way.

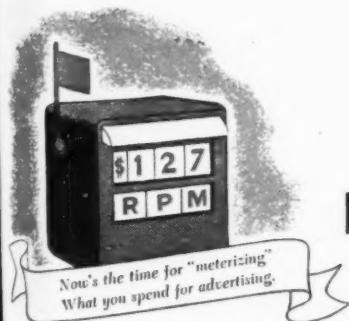
Marjorie Ross

Now Marjorie Ross, who's been married a year,
Is still working hard at her business career
Awaiting the day
(Not too far away)
When her favorite Joe puts the Japs in a bier.

She dreams of the time when they'll buy a new home,
Start raising a son, buy a car decked with chrome.
It's easy to see
The Rosses will be
Your number one prospects wherever they roam.

Survey upon survey points out this one clear fact: young women in the under-35 buying years overwhelmingly prefer magazines such as those that make up the HILLMAN WOMEN'S GROUP. They sweep these magazines from the nation's newsstands month after month because they like the personalized fiction, the home and beauty features, the true-to-life illustrations.

Marjorie Ross and her contemporaries comprise today's greatest, most responsive beauty market. And . . . because they're on their way forward to new homes, new families, new household furnishings and appliances, they present to all advertisers a marketing opportunity unique in publishing history.



HILLMAN

REAL STORY

Women's GROUP

MOVIELAND • REAL ROMANCES

APRIL 15, 1945

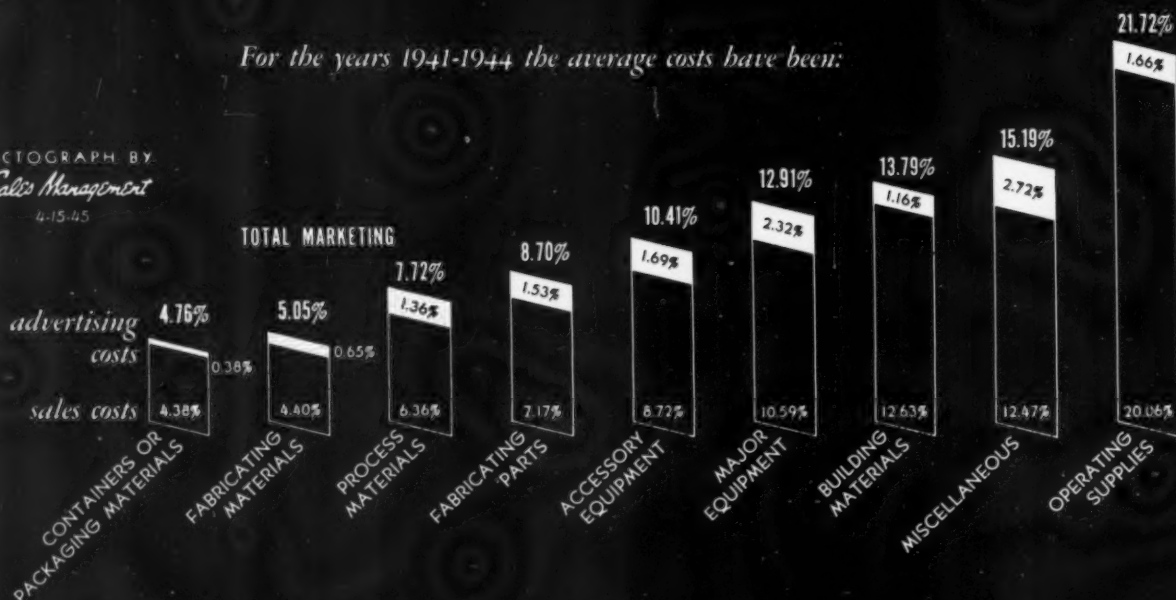
[71]

MARKETING COSTS OF INDUSTRIAL COMPANIES

Several hundred companies selling to industry have for several years cooperated with the National Industrial Advertisers Association in supplying annual figures on sales and advertising costs.

For the years 1941-1944 the average costs have been:

PICTOGRAPH BY
Sales Management
4-15-45



Source: "A National Survey of Industrial Advertising Budgets," N. I. A. A., Inc.

FARMERS WOULD BUILD MORE IF...



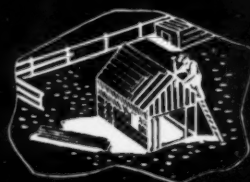
A comprehensive panel of farmers, representative as to income, geographic location, type of farming and ownership status, was asked a series of questions about post-war building plans. One out of six plans a new home, seven out of ten will spend several hundred dollars improving the house or farm structures. Seven out of ten will buy household appliances at an average of \$271.

When asked, "what do you think the building industry might do after the war to create a greater demand for new or improved farm dwellings and structures?", they offered these major suggestions:



Source: "Looking Ahead in the Farm Building Market," The Country Gentleman, March, 1945

PICTOGRAPH BY
Sales Management
4-15-45



T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Readers' Service Bureau, 386 Fourth Avenue, New York, N. Y.

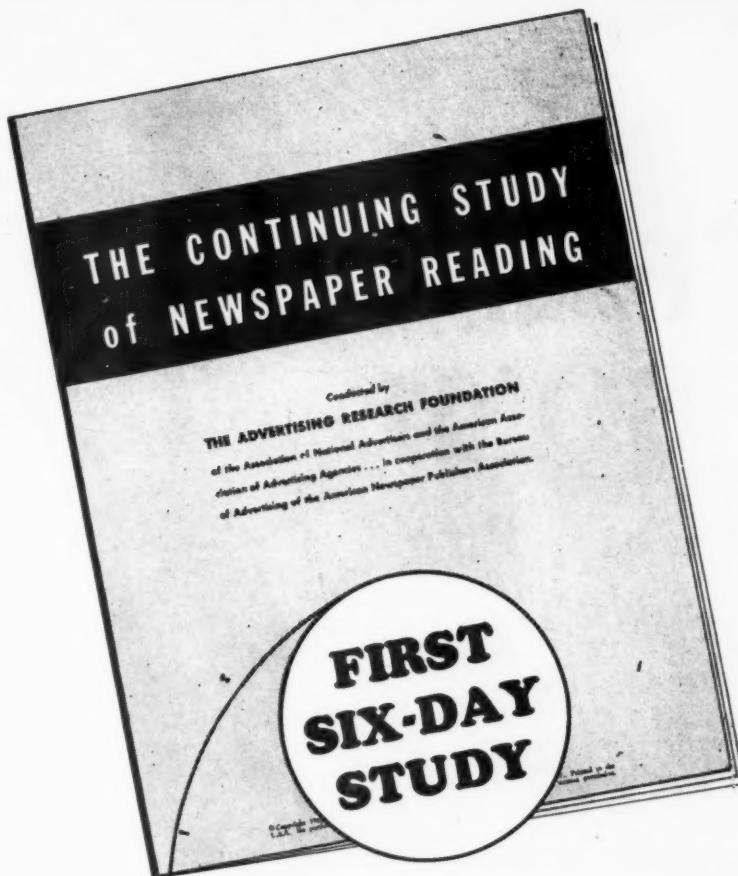
"The Man Who Was GI Joe." There are nearly a half-million World War II veterans back in civilian life. They comprise a market which is the target for everybody with something to sell. *The American Legion Magazine* is surveying these men, to see how their buying habits have been affected by their service in the Armed Forces. There will be eight surveys; each will cover queries among 5,000 veterans. The results of the first of these, on men's wear, have just been published. Significant trend among these men is their consciousness of brands. They're also more particular of their appearance than they were before their military training—and they're definitely more color- and style-conscious. For copies, address Ruth Marschel, *The American Legion Magazine*, One Park Ave., New York 16, N. Y.

"Subject Guide." To make it easier for businessmen to use the material published by the Bureau of the Census, this Subject Guide has been issued. It is a classified bibliography of Census publications issued during each month. Available from the Information and Publications Division, Bureau of the Census, Washington 25, D. C., is the listing for November, 1944.

"100 Books on Advertising." The titles included in this bibliography were selected from the Frank Lee Martin Memorial Library at the School of Journalism of the University of Missouri. The list was compiled and annotated by E. K. Johnston, Associate Professor of Advertising. It includes books on advertising agencies, newspapers, copy, media, markets, testing, direct-mail, color in advertising, premiums, sales contests, research, publicity, radio and television advertising, salesmanship, etc. Address the School of Journalism, University of Missouri, Columbia, Mo.

Data on the Hospital Market. In 1943 there were 6,655 hospitals in the registry of the American Medical Association, and these had a total of 1,649,254 beds. With the marked changes in hospital procedure and the new medical techniques born of war, hospitals will become a vast potential post-war buying market—especially for replacement of obsolescent tools and equipment. This folder, issued by The Modern Hospital Publishing Co., contains a table of hospitals by states, showing the division between governmental and non-governmental hospitals. There are special charts indicating growth of hospitals and hospital business, types of hospitals, and money spent on expenditures: purchases, food, hospital equipment, professional supplies, etc. Write to The Modern Hospital Publishing Co., Inc., 919 N. Michigan Ave., Chicago 11, Ill.

APRIL 15, 1945



It's your study, too!

**RESERVE
YOUR COPY
NOW!**

The first complete readership study of one newspaper for six consecutive weekdays was made from March 19 to 24 when the Advertising Research Foundation checked readership of The Times Record in Troy, N. Y. Their findings will be published as part of the Continuing Study of Newspaper reading.

Here's a study of a newspaper giving complete coverage in one of the prime markets of the country. Supply of copies will be limited! Reserve your copy NOW!



"PATTERN BOMBING"

*Gets The
Job Done*



THIS Is Sound Planning

It's not easy to knock out a bridge with one bomb from 20,000 feet.

But when it comes to whole areas it's different. Cities. Harbors. Industrial centers.

Here military science and common sense get the job done by "pattern bombing."

Many planes. Covering the whole target. With coordinated timing and spacing.

• • •

In Texas' No. 1 Market (the Dallas area) advertisers must have full coverage to do a proper job.

Don't try to pin-point this area. Cover it! Get all 37-odd counties of it!

City, town, country. Use the pattern technique!

There's a medium for it. One medium of terrific impact. Of convincing authority. Of time-won solidarity. The Dallas News.

As Dallas Forges Ahead:

• Plans now in execution are aimed at making Dallas the air center of the Southwest.

• Southern Methodist University has launched a campaign of enlargement that will add greatly to the intellectual importance of a city already rich in cultural advantages. (Latest single bequest, \$1,200,000.)

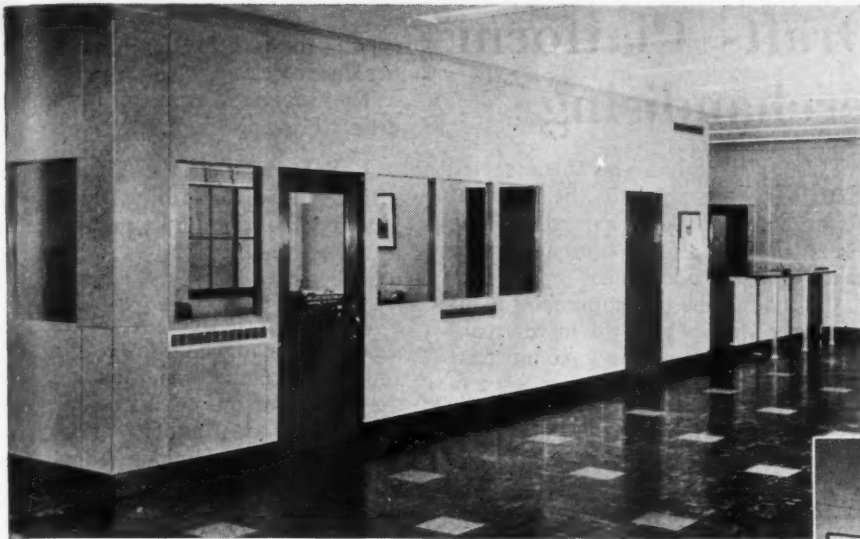
• The establishment of the Southwestern Medical Foundation put Dallas a step further on the way to becoming a major center of science and medicine.

Sell the readers of THE NEWS and you have sold the Dallas Market

*Affiliates: Radio Stations
WFAA and KGKO
The Texas Almanac*

The Dallas Morning News

*John B. Woodward, Inc.
National Representatives*



Based on an interview by E. M. Kelley with
REGINALD L. JOHNSON

*Senior Advertising Manager
Johns-Manville Corp.
New York City*

J-M "Packaged Offices" Expedite Painless Remodeling

Johns-Manville's neat sales plan for taking the fuss and muss out of office rearrangement is attracting attention among architects. The company sees attractive potentials in it for the post-war era.

SINCE early in 1944 Johns-Manville Corp. has been offering "unit offices," or, in popular parlance, "packaged offices," to business and industry. The system is working so well that the company has issued a manual, titled "UNIT OFFICES," and the sales department expects volume to rise as more and more companies face problems of expanding, shrinking, or otherwise adjusting their quarters to peacetime conditions.

The interesting feature of the Unit plan is that no new and untried materials are offered to J-M customers; but the same movable, salvageable walls, the same acoustical ceilings of demountable units, and the same resilient, asphalt tile floors. Offering them as a "packaged unit" is new, however, and architects have welcomed the method, because it simplifies their job and permits them to deliver specifications to only one manufacturer, who assumes full responsibility for

furnishing materials for office construction and remodeling jobs.

The nine floors occupied by executive headquarters of Johns-Manville in New York City are given over to unit offices, assembled 12 years ago. The management has tested the plan and has found it practicable. The Transite asbestos wall panels are an integral part of the building. At the same time, they are demountable, permitting a high degree of flexibility—a quality appreciated during wartime.

The \$5,000,000 office building of the New England Mutual Life Insurance Co., Boston, completed just before wartime building restrictions were imposed, has the J-M unit office construction throughout. Its management claims that maintenance, under the system, is lower than in similar buildings without this construction.

Promotion of the unit program has been directed chiefly to architects, through advertising in their publications. When the system had been in-

augurated for a year, the new and attractive 1945 brochure, "Unit Offices by Johns-Manville," was brought out. A letter offering it was sent to the 3,500 leading architects, together with a reproduction of one of the full-color advertisements of the system. Thus far, more than 1,000 have requested the booklet. Such inquiries are not answered directly, but are forwarded to local sales representatives for follow-up by means of a personal call.

The J-M building materials offered through the plan are sold through the firm's seven regional offices. Each is



ROOMS FOR SALE: Johns-Manville's "unit offices" come custom-made—with demountable walls, noise-conditioning ceilings, asphalt tile floors. The trend in post-war promotion seems to be shifting to emphasis on "packaged" sales.

under the direction of a sales manager, who is responsible for several sub-divisions or contract units, each headed by a sales engineer. Attached to these sales offices are local erection crews, to handle installations.

Johns-Manville's management believes that business executives and their subordinates are weary of the turmoil and clatter incident to remodeling offices, to tearing down walls and changing partitions, and to tripping over telephone and light wires during the period of change-overs. There has been a great deal of this, especially in New York City. During the war, it has been the offices and industrial plants that have been torn up a good part of the time. But when reconversion gets under way, remodeling jobs will make past ones seem like picnics.

Because of the dry-wall construction of J-M's wall units, and because they can be taken down and relocated "almost overnight with complete salvage" (as the company advertises), the sales force will have a strong selling argument. The growing appreciation of noise-conditioning will make it easier to sell acoustical ceiling materials. The three types of materials will be sold separately, but promotional emphasis will be on the "package."

Edison Institute Drafts Platform For Appliance Merchandising

THE Commercial Division General Committee, Edison Electric Institute, New York City, is distributing to member companies 10 Suggested Appliance Merchandising Principles which will be used as a guide in planning residential load building activities.

A committee of the Institute has been making an extended investigation over the past year of the relationships of the utilities and retailers in

the post-war period, and this accepted draft of Trade policy is the result of its findings. All partners in the selling transactions of electric equipment were taken into consideration.

"Although the peacetime sales plans of many utilities are still in the making," C. E. Greenwood, commercial director, points out, "earlier surveys among utility companies indicate that the major percentage of the business-managed utilities that were selling di-

rect to consumers when our country entered the war will resume that practice in peacetime."

The Suggested Appliance Merchandising Principles:

1. Sales Franchises. The merchandising policies of utilities should provide equal opportunities for dealers to sell any makes of appliances sold by utilities.

2. Sales Practices. Appliance sales should be made on the basis of fair and open competition, this being in the interest of the public, of appliance manufacturers, and of all those engaged in the distribution of appliances at wholesale or retail.

3. Quality of Merchandise. Appliances offered for sale should be of a quality which will result in safe, dependable and efficient operation.

4. Appliance Service. To assure a maximum of customer satisfaction, adequate maintenance service should be made available.

5. Sales Emphasis. Electric utilities should plan their appliance sales operations so as to encourage maximum volume by all outlets. Special emphasis should be placed on appliances and equipment not having adequate customer acceptance.

6. Special Offers. In planning special offers or sales inducements, the electric company should have in mind the importance of making it possible for retailers to join in, thus stimulating their merchandising activities.

7. Advertising. Advertising and displays should, so far as is practicable, recognize and support the retailers.

8. Deferred Payment Plans. Deferred payment plans applicable to appliances should be economically sound, and within the financing terms available to retailers. The merit of the appliance, rather than the terms of sale, should be the controlling buying motive.

9. Dealer Training. While training of retailer sales personnel is primarily the function of the retailer, wholesaler and manufacturers, utilities should consider offering basic sales training and information on appliance operating costs, on local installation policies and on competitive factors.

10. Compensation of Salesmen. In establishing compensation plans for salesmen, practices should be adopted which will lead to good will and understanding between electric utilities, retailers and the public.

\$1 of every ten spent at Retail in

Connecticut is spent in

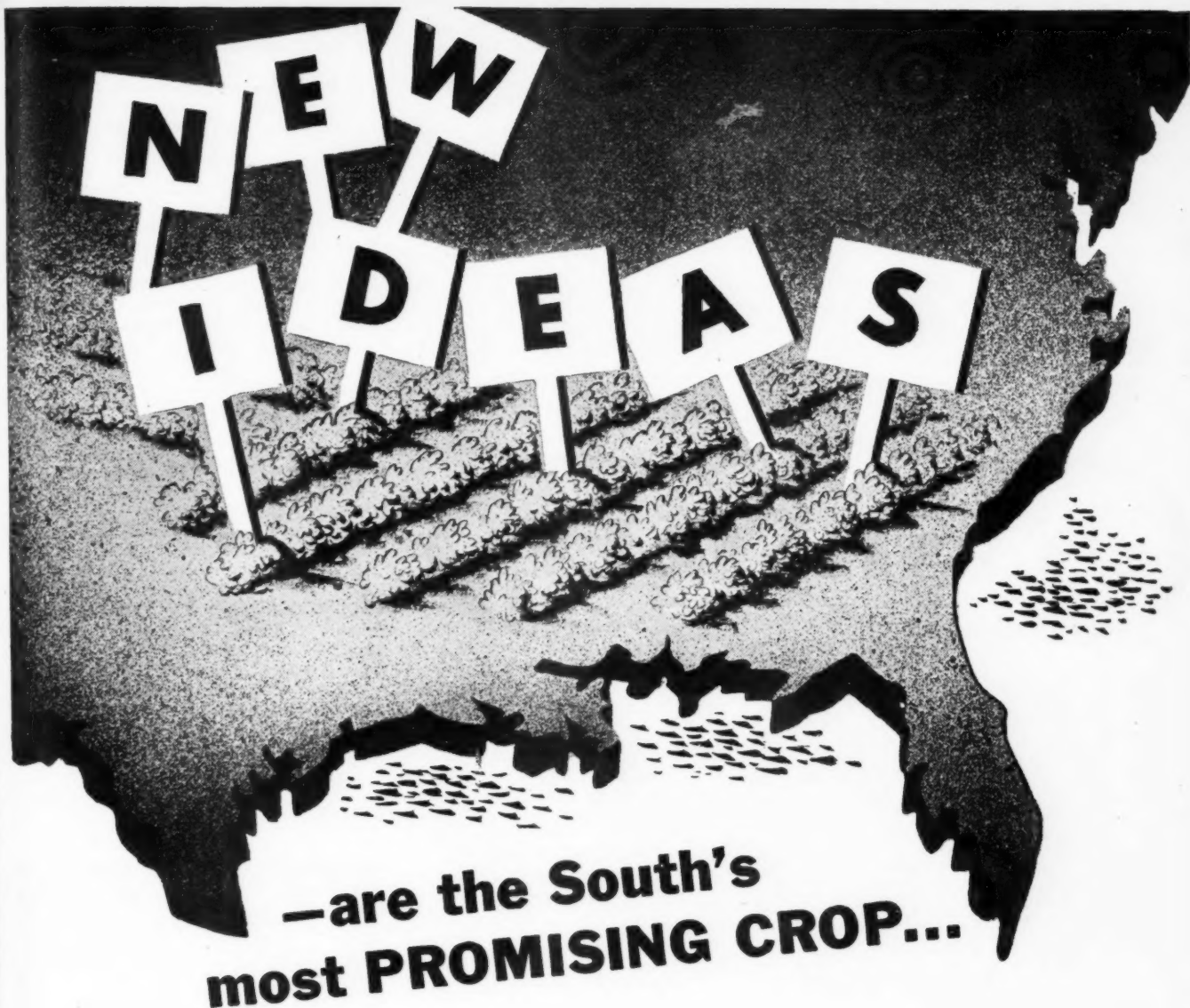
BRIDGEPORT

If you don't Cover Bridgeport
you don't cover Connecticut

The POST-TELEGRAM

92% Coverage A. B. C. City and Retail Trading Zone

REPRESENTED NATIONALLY BY PAUL BLOCK & ASSOCIATES



TODAY a new and promising crop is thriving in the farm South . . . a crop of new ideas, new points of view, new horizons. This crop is more significant than any field crop.

Yes . . . a new vitality has spread through the farm South. And Southern Agriculturist . . . serving this market for some 76 years . . . has more than kept pace. This fine old publication

sees greater opportunities today to help the farmer. It senses the farmer's quickened interest in its helpful and constructive columns.

Thanks to its own new vitality and the new vitality of its market, Southern Agriculturist looms more and more important in post-war selling plans.



Read by more
than 900,000
southern farm
families.

**SOUTHERN
AGRICULTURIST**
"Sells the South"

NASHVILLE • ATLANTA • LOS ANGELES • NEW YORK • CHICAGO • DETROIT

APRIL 15, 1945

[79]

Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

"Security-Opportunity-Recognition: Basic Factors in Salesmen's Morale," by Edward McSweeney. (5 cents each)

"Five Practical Plans for Training Retail Salespeople," a reprint of five articles by James C. Cumming which have appeared recently in SALES MANAGEMENT. (10 cents each)

"New Market Measurements of the Western States," by Warwick S. Carpenter, Pacific Coast Manager, Sales Management, Inc. (An interpretative analysis with post-war projection.) Price 20 cents

"Gagged and Bound" by T. Harry Thompson. Reprints of the best quips from T. Harry Thompson's Scratch Pad column in SM. 64 pp. (75 cents per copy)

"A Self-Appraisal Test for Your Salesmen," by Eugene J. Bengé, Bengé Associates, Chicago. (5 cents each)

"Ideas for Solving Your Biggest Post-War Problem; The Training of a Hard Hitting Sales Force," a reprint of 12 arti-

cles on sales training from recent issues of SALES MANAGEMENT. (50 cents each)

"Am I Really Ready for Post-War Selling?" by Burton Bigelow, Burton Bigelow Organization, New York City. (10 cents each)

"So You Need a New Payment Plan for Your Post-War Sales Force?" by Burton Bigelow, Burton Bigelow Organization, New York City. (5 cents each)

"GI Joe Asks: 'Shall I Seek a Career in Selling After the War?'" by Burton Bigelow, Burton Bigelow Organization, New York City. (5 cents each)

"Up-to-Date Data of New York Buying Affiliations of the Principal Department Stores." (10 cents each)

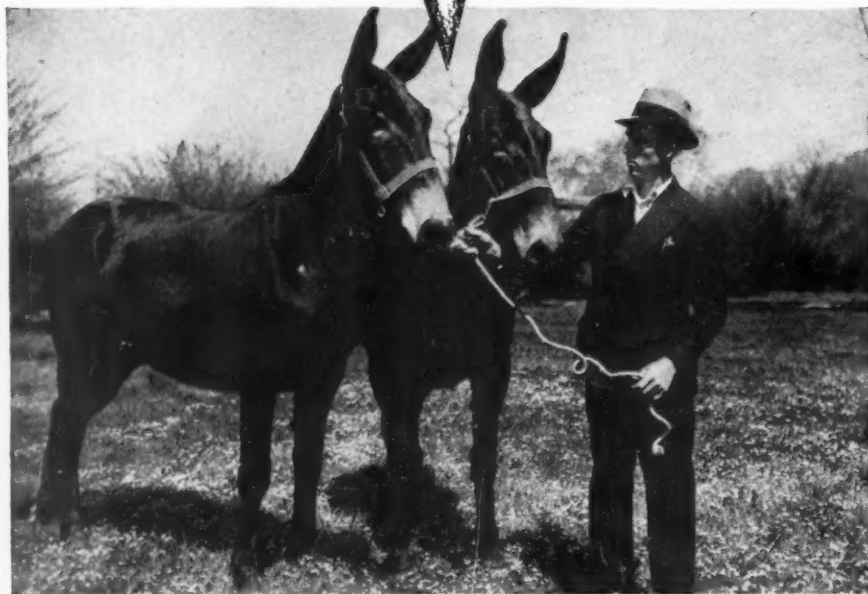
"Nineteen Questions About Aptitude Testing." (3 cents each)

"A Selected List of Information Sources for the Business Man," compiled by W. C. Hansen, Market Analyst. (5 cents each)

"Self-Analysis for Sales Managers," by Eugene J. Bengé, Bengé Associates, Chicago. (5 cents each)

"The Bureau of Foreign and Domestic Commerce—How It Can Help You," by A. R. Hahn, Managing Editor, (10 cents each)

"Key Man, Post-War," by A. A. Patton, McKinsey & Co., New York City. (3 cents each)



—Tenn. Conservation Dept. Photo

"First Monday", traditional day for horse-trading in Middle Tennessee, reaches a grand climax on "Mule Day" at Columbia, when the largest street mule market in the world is held, with mule buyers attending from all over the U. S. and many foreign countries. Hamstrung now by the war, "Mule Day" is still kept alive in "First Monday" in county seats throughout the Nashville area, with court house squares and side streets clogged with farmers' markets. This booming agricultural area is thoroughly covered by Nashville's two great newspapers.

NASHVILLE CITY ZONE POPULATION.....257,726
NASHVILLE MARKET POPULATION.....920,843

Nashville Banner The Nashville Tennessean

EVENING

MORNING

SUNDAY

NEWSPAPER PRINTING CORPORATION, AGENT

Represented by The Branhams Company



PAGES should be in loose leaf form. Then your catalog can be kept *perpetually* up to date. No need to reprint a whole catalog just to revise a few sheets.

PAGES should be in a binder that expands to hold extra pages — up to 80%.

PAGES should be protected by a rugged, durable binder, attractively decorated by embossing in colors or hot stamping.

THIS ALL ADDS UP TO

TARCO CATALOG BINDERS

Send a sample page from your catalog. We will send descriptive circular and quotations.

TALLMAN, ROBBINS

LOOSE LEAF AND FILING EQUIPMENT

316 WEST SUPERIOR STREET
CHICAGO 10, ILLINOIS

SALES MANAGEMENT

to break anybody's heart!

ALL WE AIMED TO DO was talk about the Blue's progress. (We find competitors strangely reluctant to do it for us.)

So we wrote an ad. Headed it, "How to Have Fun with a Hooper." We kind of liked that ad, too.

We never did check its readership, but at least *one* man read it. Mr. WCAU, of the CBS WCAU'S. He got real mad and took a shot at us just when we were leaning over to file our fan mail.



The shot he took at us was an ad... or rather it was a well circulated layout with copy. Headline said: "WCAU accepts the Blue Network's invitation to 'Have fun with a Hooper'." People called it a "mystery ad" because it just got passed around among the boys in the back room. It never really ran.

But anyone looking at it must have gotten the idea that we at the Blue are frightful liars. We blushed a little ourselves when we read: "statistical skullduggery," "shameless misuse of figures" etc. By actual count there were nine double-barrelled, supercharged epithets before Mr. WCAU made a single definite statement of what we were supposed to have done wrong. Gosh, it was awful!

We would have spoken up sooner... in a friendly way, of course, but we've been pretty busy reorganizing our network, improving our program schedules, switching the whole trend of Sunday night listening, adding eight new stations, and doing a few other important things like that. We're still busy, but we guess you're entitled to know about that ad.

Well, as we were saying, CBS's Mr. WCAU was mad... and he broke out in a rash of adjectives for which we forgive him.

Finally, he got down to his version of what he labels, with great indignation: 'the facts'; and do you know, his facts were *absolutely right*. The catch was that he cross-bred them and got an entirely new breed of pups.

For instance...

WE SAID: (in that ad we still like) The Blue has a very slight edge over CBS coverage in 561 important counties.

But Mr. WCAU, without reminding you of what we actually said, writes: "The Blue would have you believe its primary coverage tops CBS." We wish it did, and hope someday it will, but right now we only claim *progress*!

WE SAID: The Blue has higher morning ratings than any other network (and that's gospel, friend).



But Mr. WCAU, pretending to refute our claims, picked *sponsored programs only*, added the *afternoon* for confusion, and came up with a whole new set of figures. They were accurate, too, but he can't shift the base like that and prove with his new figures we were wrong.

WE SAID: In 1944, the Blue had more quarter-hour firsts in the morning than either of the two major networks.



This time Mr. WCAU, to make us look wrong, tossed in the *afternoon*, only considered *sponsored programs*, and then threw in a brand new requirement: Our sponsored quarter hours had to be *opposite* CBS sponsored quarter hours.

Thus he kicked out 32 per cent of the programs we were talking about, and left us stunned with admiration.

WE SAID: The Blue had better ratings between 9 and 10 P. M. Sunday than either of the two other major networks, and in certain other night-time periods "when we have top shows."

But Mr. WCAU put some words into our corporate mouth that never were there, and then called us naughty names for claiming what we'd never claimed: Over-all night-time superiority. (Sure wish we had it!)

WE SAID: The Blue is making progress, and the 1944 Hoopers prove it.



But Mr. WCAU liked June and December better than all the months in between. So he averaged himself some Hoopers from these *two months only*, mixed them with his own guesses about Blue coverage, and came out with us going backward.

(Actually, the only thing we're backward about is charging high prices. You can still buy a bargain audience on the Blue and save \$3500 on an evening half hour.)

If you aren't tired of all this by now, we are... tired but game, and we still kind of like that ad we ran. If Mr. Hooper hadn't put his limitation on the use of his figures (and, incidentally, his office passed *our* ad), we'd write some more.

P.S. WOULD SOMEONE CARE TO TAKE A SHOT AT THIS ONE? 

The Blue was the only one of three major networks with an increase—1944 over 1943—in average Hooper rating of all daytime programs.

THIS IS THE Blue NETWORK
AMERICAN BROADCASTING COMPANY, Inc.

HOW TO PUT A *Cutting Edge* ON COPY

"We put a *cutting edge* on copy", says a Chem & Met advertiser, "by whetting it on material we get from *field studies*. These tell us what chemical engineers need to know about equipment we want them to buy."

Chem & Met has undertaken field studies covering groups of equipment in chemical processing plants. Advertisers tell us these highlight situations which suggest further studies of their own not only to put a cutting edge on advertising but sales direction as well.

Chem & Met *Field Reports* of calls upon 59 plants covering *pipe* and *valves* is ready for you. A request will bring them to you.

CHEMICAL & METALLURGICAL ENGINEERING

A MCGRAW-HILL PUBLICATION
330 West 42nd St., New York 18, N. Y.

What Food Processors Think About **YOU**

• Frankly, we have gone out and asked them and *you* should, too. We asked them about *packaging equipment* and *materials handling*—two of their biggest problems. We wanted to know what they thought about present equipment and what they expected *you* to furnish in improvements when war restrictions ease.

We plan on asking them about every piece of equipment in their plants—what's good, what's bad and what they need to meet competitive conditions ahead.

What food processors say about *you* is in our *Field Reports* which we will gladly send you, violating no confidence. They should highlight situations that you will want to include in your own field studies. To our minds, nothing could be more important now than field work to prepare us both for the food processing market which is likely to be one of the most important of all.

It's safer to have the facts—why not send for copies of these reports, today?

FOOD INDUSTRIES
A MCGRAW-HILL PUBLICATION
330 West 42nd Street, New York 18, N. Y.



"Miss Perkins, bring your book and take a poem!"



Pepperell Tells Public How to Get More Mileage Out of Textiles

A current campaign featuring a sound film teamed up with national advertising is keyed to problems arising out of war-born shortages.

THROUGH a nation-wide textile conservation program, Pepperell Manufacturing Co., is making a notable contribution to the war effort and at the same time projecting a strong sales message to hundreds of thousands of prospective after-war users of its products.

An outstanding feature of this program is a sound film titled, "A Gift to the General," which already has been seen by more than 500,000 persons and is constantly gaining in demand. Today 80 units of this film are crisscrossing the country. It has been shown in every state at least once, while the showings in New York City number more than 800, California 350 and Illinois 150. Its popularity has exceeded even Pepperell's own high expectations.

The film and the other phases of the program are aimed chiefly at the

consumer because it is the consumer who must conserve the textiles, although Pepperell's sheets, pillow cases, and blankets are purchased through the dealer, as are men's shirts, women's dresses, and other articles made of Pepperell fabrics previously sold to apparel manufacturers. But the program is so flexible that it gives the dealer an opportunity to cut in to promote good-will and immediate and future business for himself.

The title of the film, "A Gift to the General," is symbolic. The chief theme of the picture is for the consumer to help the entire Armed Forces by conserving on sheets, blankets, shirts, dresses, and other articles made of textiles—not only Pepperell textiles but other brands. Toward this end, the best methods of washing, rinsing, ironing and otherwise caring for fabrics are graphically portrayed.

SALES MANAGEMENT

Consistency

A high degree of confidence is accorded the individual who maintains harmony between his deeds and his statements. So it is with a newspaper, which through its consistency of service to readers and advertisers alike soon develops a fine acceptance of its contents.



EVENING AND SUNDAY

A HEARST NEWSPAPER

Every day in the year this published symbol is recognized by all Chicago ... and more readers actively rely on the consistency of the news and service which this signature guarantees, than is the case with any other evening newspaper in the city.

Nationally Represented by HEARST ADVERTISING SERVICE

Nor does the film stop there. It depicts how the fabrics in partly worn-out sheets, dresses, shirts, etc., can be ingeniously fashioned into dresses, skirts, blouses, aprons, even gloves—and so delay the buying of new apparel. Many thousands of girls and women have "gone and done likewise."

Throughout the picture are war scenes depicting the great number of uses to which Pepperell and other textiles are being put—sheeting for Army powder bags, nylon and rayon for parachutes, oxford cloth for sleeping garments, nylon screening for Army engineers, insect cloth for the Army, etc.

Conservation Is Stressed

At frequent intervals catch phrases impress the listener further with the urgent need for conserving fabrics. For example: One parachute requires the nylon formerly used in 60 slips. The woolen needed to make a soldier's uniform is equivalent to that used in 23 women's sweaters. It takes the cotton of 75 sheets to make one tire for a medium bomber.

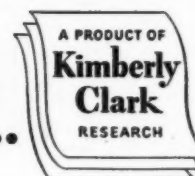
Since the film is 98% educational and only 2% commercial, where do real benefits for Pepperell come in? Here and there in the picture (and the same holds true for other phases of the program) the idea is brought out indirectly but convincingly that conservation can be practiced more successfully with Pepperell fabrics because they last longer, and meanwhile give greater satisfaction. And when articles *must* be purchased, naturally it is wise from a utility, as well as a conservation standpoint, to buy those made of Pepperell fabrics. Prospective purchasers are told, however, that there is a marked wartime shortage of textiles and it may be difficult to get articles fashioned from Pepperell fabrics.

As to the post-war business building angle, from the start of its film campaign in a modest way some months after Pearl Harbor, Pepperell has focused it largely upon high school and college students, mostly girls. They will be the ones, reasons Pepperell, who will marry and establish their own homes in the years immediately to come. They will offer the best market for Pepperell sheets, pillowcases, blankets, and Pepperell-fabric house dresses, men's shirts, etc.

A unit of the film is sent to any high school or college group, or any women's club or similar organization, that will promise a showing before 100 or more girls and women. Many times the attendance is as much as 1,000 or even 1,500. More often the

Levelcoat*

PRINTING PAPERS



Distributed by

ALABAMA Birmingham.....Sloan Paper Company	MONTANA Billings.....Carpenter Paper Company Great Falls.....
ARIZONA Phoenix.....Zellerbach Paper Company Tucson.....	NEBRASKA Lincoln.....Carpenter Paper Company Omaha.....
ARKANSAS Little Rock.....Arkansas Paper Company	NEVADA Reno.....Zellerbach Paper Company
CALIFORNIA Eureka.....Zellerbach Paper Company Fresno..... Los Angeles..... Oakland..... Redding..... Sacramento..... San Diego..... San Francisco..... San Jose..... Stockton.....	NEW JERSEY Newark.....J. E. Linde Paper Company
COLORADO Denver.....Carpenter Paper Company Pueblo.....	NEW MEXICO Albuquerque.....Carpenter Paper Company
CONNECTICUT Hartford.....The Rourke-Eno Paper Co., Inc. New Haven.....Bulkley, Duntun & Co.	NEW YORK Albany.....Hudson Valley Paper Company Brooklyn.....A. Price & Son, Inc. Buffalo.....Paper Service, Inc. Buffalo.....Union Paper & Twine Co., Inc. New York.....Baldwin Paper Company, Inc. New York.....Bulkley, Duntun & Co. New York.....The Canfield Paper Co. New York.....Forest Paper Company, Inc. New York.....J. E. Linde Paper Company New York.....A. Price & Son, Inc. New York.....Royal Paper Corporation Rochester.....Paper Service, Inc. Syracuse.....Paper Service, Inc. Troy.....Troy Paper Corporation
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INDIANA Indianapolis.....Crescent Paper Company	PENNSYLVANIA Philadelphia.....Paper Merchants, Inc. Philadelphia.....D. L. Ward Company Pittsburgh.....The Chatfield & Woods Co. of Pa.
IOWA Des Moines.....Carpenter Paper Company Sioux City.....	RHODE ISLAND Providence.....Carter, Rice & Company Corp.
KANSAS Topeka.....Carpenter Paper Company Wichita.....Western Newspaper Union	SOUTH CAROLINA Greenville.....Dillard Paper Company
KENTUCKY Louisville.....The Chatfield Paper Corp.	TENNESSEE Chattanooga.....Bond-Sanders Paper Co. Jackson.....Carroll Paper Company Knoxville.....Southern Paper Company Memphis.....Taylor Paper Company Nashville.....Bond-Sanders Paper Co.
LOUISIANA Baton Rouge.....Louisiana Paper Co., Ltd. New Orleans.....The D and W Paper Co. Shreveport.....Louisiana Paper Co., Ltd.	TEXAS Austin.....Carpenter Paper Company Dallas..... Fort Worth..... Harlingen..... Houston.....L. S. Bosworth Co. Inc. Lubbock.....Carpenter Paper Company San Antonio.....
MARYLAND Baltimore.....Baltimore Paper Company, Inc.	UTAH Salt Lake City.....Zellerbach Paper Company
MASSACHUSETTS Boston.....Carter, Rice & Company Corp. Worcester.....Charles A. Esty Paper Company	VIRGINIA Richmond.....Cauthorne Paper Company
MICHIGAN Detroit.....Seaman-Patrick Paper Co. Grand Rapids.....Carpenter Paper Company	WASHINGTON Seattle.....Zellerbach Paper Company Spokane..... Walla Walla..... Yakima.....
MINNESOTA Duluth.....John Boshart Paper Company Minneapolis.....Stilwell-Minneapolis Paper Co. St. Paul.....E. J. Stilwell Paper Co.	WISCONSIN Milwaukee.....The Bouer Paper Company
MISSOURI Kansas City.....Carpenter Paper Company St. Louis.....Beacon Paper Company St. Louis.....Shaughnessy-Kniep-Hawe Paper Co. St. Louis.....Tobey Fine Papers, Inc.	

KIMBERLY-CLARK CORPORATION

Established 1872 • Neenah, Wisconsin

122 E. 42nd St., New York 17 • 8 S. Michigan Ave., Chicago 3 • 155 Sansome St., San Francisco 4

*TRADE MARK

SALES MANAGEMENT

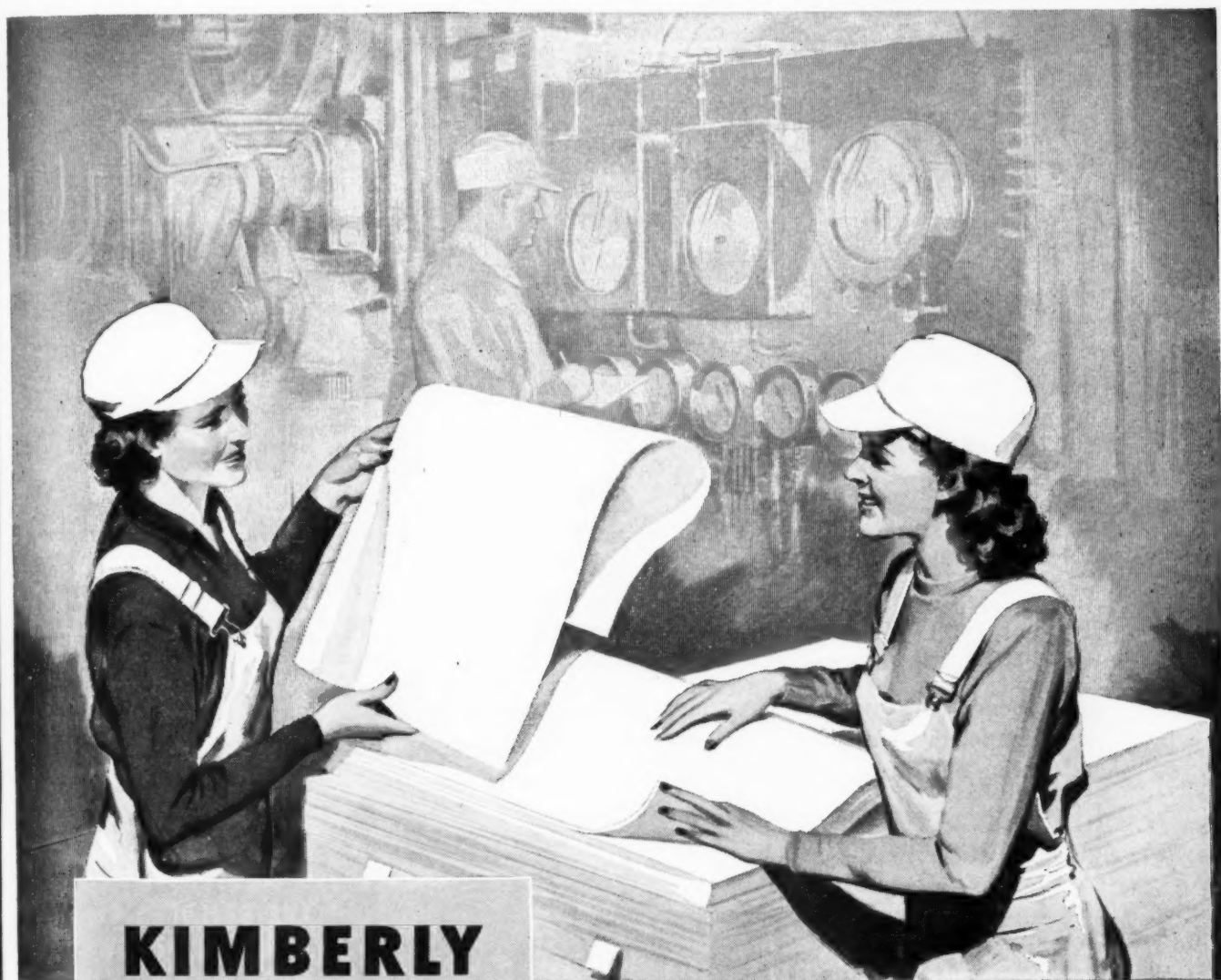
Alike as two peas in a pod!

Compare a sheet of Levelcoat* made last week with a sheet made today . . . compare them for brightness, opacity and strength. Yes, they're alike as two peas in a pod. For behind the production of Kimberly-Clark Printing Papers is instrumentation that maintains uniformity of quality from pulpwood to paper even under wartime restrictions.

In the digester, for example, Kimberly-Clark developed a patented instrument process that has become the standard of the paper industry. This automatic operation alone lifted quality and uniformity more than ten per cent.

And likewise, along the entire course of paper making, precision instruments—temperature controls, moisture content indicators, pressure guides, finish recorders and numerous other automatic devices—have reduced the element of variation to the barest minimum.

From day to day, week to week, printers can rely on the runability and printability of Levelcoat. Small wonder, then, that Kimberly-Clark has achieved an enviable reputation for uniformity in its Printing Papers.



**KIMBERLY
CLARK**
CORPORATION

NEENAH, WISCONSIN



*TRADE MARK

PAPER PACKS A WAR PUNCH
DON'T WASTE IT!

*Levelcoat** PRINTING PAPERS

APRIL 15, 1945

[87]

schools and colleges are contacted directly but in many cases local dealers suggest the film. A way in which the units have been made to serve additional large numbers is by arranging with the superintendent of schools of a big city or a county to have a film make the rounds of all the high schools in the community before it is returned.

The film is offered without charge in either 16 mm. or regulation theater 35 mm. size.

At the showings the company gets over a message about the superior wearing ability of its branded sheets and blankets—Lady Pepperell, Dutch-

ess and others—through distribution of a booklet, "Sheets and Blankets—How to Buy and Conserve Them." The booklet is also distributed through dealers and directly in response to advertising in national magazines. It is in such demand that it has gone into its fifth printing.

While the conservation program has been in progress, messages similar to those brought out in detail in the film have been placed before millions of people in more condensed form in ads in national magazines. Page and two-thirds page ads, often in two to four colors, are being run this spring in such publications as *Ladies' Home*

Journal, *McCall's*, and *Life* magazine.

Dealers are contributing material impetus to the program and at the same time reducing the number of gripes by customers because of the shortage of textiles by displaying company-supplied 30x40" blow-ups of photos dramatically picturing how extensively Pepperell fabrics have gone to war. To supplement the blow-ups, the company is furnishing mounted copies of its national advertisements.

From time to time Pepperell also is shooting out to dealers new ideas to help them keep active in the program. For example, a recent suggestion was a store "Mending Post" for sheets, at which demonstrators show customers how to do the work properly. In some cases the stores not only furthered the cause of conservation, but also did a profitable rush business in mending sheets for a nominal charge.

The worth of the program as a conservation medium and as a preventative of wartime bellyaching has been proven conclusively. Pepperell is sure it will pay big post-war dividends in good-will and sales.



South Bend bank deposits have risen 34% in one year—from \$68,500,000.00 in 1944 to \$92,000,000.00 in 1945!

St. Joseph County has piled up \$188,000,000.00 in War Bonds, oversubscribing every quota for 36 consecutive months!

The C.E.D. predicts a post-war employment index of 122% for South Bend, as compared with 1940 employment!

South Bend's great factories have huge backlogs of orders for civilian goods to be produced with the coming of peace.

One newspaper, and one *only*, completely serves this mighty inviting post-war market.

The South Bend Tribune

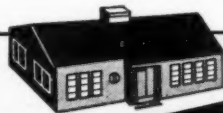
Newspapers Get Immediate Action

STORY, BROOKS & FINLEY, INC., National Representatives

MANY COSMETICS,
DRUGS, FOODS,
DRINKS
are OVERLOOKING A MARKET
That's as wide and broad as
the United States itself.

Cosmetics, drugs, foods, drinks,—everything from automobiles to zithers are purchased at the rate of seven billion dollars a year by this very active home market. It's easy to overlook because we're all so close to it. But it's easy to reach, too. You reach the big American Negro market through the race papers to which the Negro looks for guidance. The good will, confidence, and regular patronage of the Negro can be won and held by advertising in the Negro papers.

You owe it to your business to get the facts about the success stories built upon reaching this great and growing market through advertising. Write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York. Get the facts.



**THE BUILDERS OF
10,000,000 POSTWAR
HOMES COULD SPECIFY
YOUR PRODUCTS**

**TELL THEM ABOUT YOUR
MATERIALS AND EQUIPMENT**

THEY READ
PRACTICAL BUILDER
(Read by 58,500 alert builders)

59 E. Van Buren Chicago 5, Ill.

SALES MANAGEMENT

NOW THAT THE WAR IS OVER.
Explore the Mystery of our Ancient Civilizations

VISIT MAGIC MEXICO!

THE LAST SHELL has been fired. You are free to travel anywhere on the map. Why not make a start with that well-earned vacation below the Border?

At Chichen Itza, where centuries ago beautiful, drugged virgins were thrown into the Sacred Wells of the Mayan Temples, you will be reminded of ancient Egypt or Indochina. In the language of old Mexico, in the famous cathedrals built by the followers of Cortez, in the *fronton* games and the bullfights—you will find a second Spain.



Then, you will discover another Paris: in Mexico City!

A Paris with modern buildings of pink volcanic stone, set on a high plateau where the mornings are Autumn and the evenings, Spring. And in near-by Acapulco you will find the smartness of Cannes—and the glamour of Tahiti!

You will return, as you came, in a luxurious air-liner or in an air-cooled Pullman. And mixed with your memories of the temples and towns... of the dark-eyed Indians... of the snow-capped volcanic giants, the cactus lands, the hibiscus, and palm... you will bring home with you a new familiarity with many peoples and many places... through the magic of Mexico!

NATIONAL RAILWAYS OF MEXICO

Prepared especially for this campaign by the Caples Company. (Agency for National Railways of Mexico).

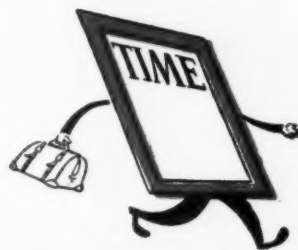
How about Your postwar travel ads?

Recently, a lot of people in the travel business have been trying their hands at postwar copywriting like this—just to get set with their advertising stories against the day when the sea lanes and the airlines and the railways are open to peace-time vacation travel again.

Some day (soon we all hope) advertisements like this one will once more be appearing in *TIME*, lots of them. For travel advertisers know that for years *TIME* has been the best way to reach America's most traveled million families. (For nine consecutive years *TIME* carried more Travel, Resort, and

Hotel advertising than any other magazine—except for one year when it was second.)

And *TIME* will be tops tomorrow too. (Recently, for example, a survey indicated that 296,000 *TIME* families plan to visit Mexico as soon as the war is over.)



TOPS WITH THE PEOPLE WHO ARE GOING PLACES



Why Beat Around the Bush?

*...Get a bead
on the Bird!*

You set your sights on the target when you advertise in a Haire Specialized Business Paper. Each covers its market exclusively — completely — directly.



Railroad Stimulates Industrial Interest in Western Plant Sites

Southern Pacific pursues a long-range sales objective by acting as a clearing house for information on advantageous locations for plants, branches, or distributive units in the West and Southwest. Advertising in general and business magazines develops inquiries.

RAILROADS are casting an eye to the future and taking steps to prevent ghost towns from looming up when peace returns.

The war, for example, has brought industrial development on a large scale to parts of the West and Southwest that never saw a factory before. Railroads have had to enlarge their facilities, adding miles of sidings and passing tracks, enlarging yards, and adding new equipment to adjust themselves to heavier and more extensive operations. New industries and industries already established in this territory have brought over a million new residents to the eight states served by one railroad alone, the Southern Pacific. These states are Oregon, California, Nevada, Utah, Arizona, New Mexico, Texas, and Louisiana.

Railroads do not want to lose this new population and the expanded industrial activity when war subsides. Their executives see no reason why the new industrial development should

not be continued and increased with civilian goods.

The Southern Pacific Co. has a well developed program to help communities along its lines to maintain and increase the industrial development they have achieved. SP acknowledges this to be enlightened self-interest, since it hopes to induce new industries to locate on its rails and so provide important traffic.

With this in view SP has undertaken an intensified field and advertising activity to tell businessmen of the country about opportunities and advantages of setting up either branch, distributive, or new business activities in the West and Southwest.

The advertising, an ambitious campaign including mass circulation and business publications, started in the latter part of 1943. The field work, however, is not so new, although it has been and will be considerably extended in line with the policy of intensified "selling" of this region to businessmen.



"This is Miss Dingle . . . she does research for Kissproof lipsticks."

20 tourist seasons telescoped!

No novice in attracting tourists, San Francisco found by experience that one out of ten visitors to California stayed on, or came back to settle.

Now the national emergency has brought thousands of new families here, acquaints millions of servicemen with the city and its varied living . . .

Later on, young wives with small children will shudder at shut-in winters at home, will look back to the temperate weather, the outdoor life . . . and come back!

Young servicemen, foreign travelers, with home ties loosened, will cast their lot with the West Coast . . . Already World War II has made California converts equivalent to twenty prewar tourist seasons!

A country that sells itself is always good country to sell! Tomorrow, wartime plants and skills will remain as new industries. The Coast and the adjacent Western states will approach 15,000,000 population, have new status of self-sufficiency as a market, new prospects for enterprising advertisers . . . and add new values to The Chronicle as an enduring investment as well as a force for current sales.

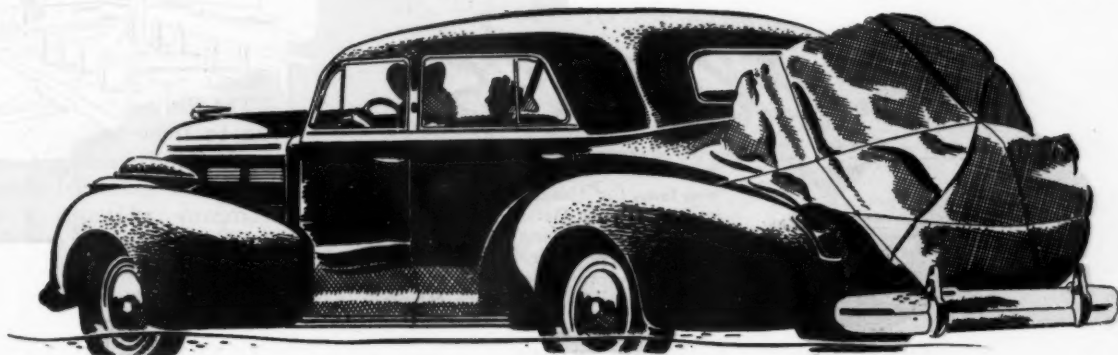
NATIVE OWNED, The Chronicle knows its way around, has earned the confidence and support of one family in four in San Francisco proper, holds an outside audience of people who want more than local news and little views in a newspaper, is the major mouthpiece of business and people who count in Northern California . . . The Chronicle brings nationally advertised products to their best prospects on the Coast, opens minds and doors for worthy merchandise, services and opinions.

Geared to grow with the country, The Chronicle will give greater returns tomorrow in the portion of the national market with the best potential . . . A call for a Chronicle representative can be your good deed of the day any of these days . . .

The San Francisco

Chronicle

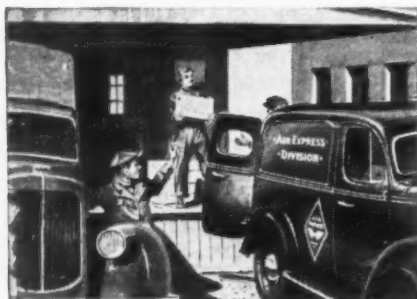
National Advertising Representatives:
SAWYER, FERGUSON, WALKER Co., 60 E. 42d St., New York
Chicago, Detroit, Atlanta, San Francisco



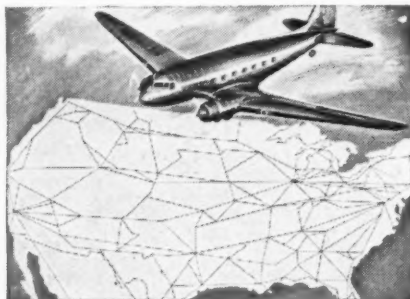
564 Man-Hours Saved by 6-Hour Air Express Shipment



AIR COMPRESSOR blows out! And 80 highly skilled men in a plant producing radio parts are idle. A phone call to the supplier gets a new unit delivered in six hours flat—via Air Express, the only way to avoid lay-off of the night shift with loss of 564 man-hours. (Air Express can serve every business with economy.)



SPECIAL PICK-UP and delivery of shipments at both ends, with speed of flight in between! The great economy of Air Express must be figured in terms of *time*. When time means money, Air Express saves both.



THOUSANDS of manufacturers have found that Air Express usually saves many times over its cost. (Any item anywhere in the nation is yours in a matter of hours, so long as the shipment fits in a plane.)

Specify Air Express—Low Cost for High Speed

25 lbs., for instance, travels more than 500 miles for \$4.38, more than 1,000 miles for \$8.75, more than 2,000 miles for \$17.50, at a speed of three miles a minute—with cost including special pick-up and delivery in all U. S. cities and principal towns. (Often same-day delivery between airport towns and cities.) Direct service to scores of foreign countries. Rapid air-rail service to 23,000 off-airline points in the United States.



GETS THERE FIRST

Write Today for "Quizzical Quizz", a booklet packed with facts that will help you solve many a shipping problem. Railway Express Agency, Air Express Division, 230 Park Avenue, New York 17. Or ask for it at any Airline or Express office.

Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION
Representing the AIRLINES of the United States

In fact, to quote W. W. Hale, vice-president in charge of System Freight Traffic, "Southern Pacific Co. was originally built with development of the West foremost in mind, and I think our record over the years we have been in operation clearly indicates our interest. We have made a substantial contribution to the growth of our territory, not only by actually building rail lines where they are needed, but also through vigorous and continuous effort to interest industry of all kinds in locating in our territory."

SP's Industrial Department has the main responsibility of encouraging new industry and helping businessmen to obtain facts and assistance. This department, part of the road's Freight Traffic Section, has headquarters at San Francisco, Los Angeles, and Houston.

Representatives in 22 eastern cities are also groomed to intelligently discuss industrial matters with eastern firms seeking locations in the West or Southwest.

Public Relations Tonic

The advertising campaign was conceived to supplement the direct efforts of the company's traffic salesmen throughout the Nation and to back up activities of the Industrial Department by endeavoring to stimulate eastern industry to establish plants or distribution facilities in the territory served—in some instances exclusively—by the Southern Pacific.

Mr. Hale, under whose direction the advertising is placed, says that, while the list of publications used is more extensive than might be considered necessary from a purely industrial advertising viewpoint, "the railroad believes that there is an institutional public relations value to the advertising which warrants placing the copy in mass circulation mediums." The list includes pages in *The Saturday Evening Post*, *Collier's*, *Life*, *United States News*, *Time*, *Newsweek*, *Business Week*, *Nation's Business*, *Fortune*, *Forbes*, and *Dun's Review*.

The copy is headed: "Exciting Things Are Happening in Texas and Louisiana along our Sunset Route." The text follows with sketches of natural resources developments and heavy industry activities there; or, "The Promise of the New West" goes on to show how a region originally agricultural, mining, lumbering, began to sprout industrial chimneys. Or the company addresses a message "To businessmen who are thinking about a plant in the West, Texas or Louisiana," saying "perhaps we can help you," and suggesting, "although your company may be fully occupied with

SALES MANAGEMENT

"What's cookin' in Boston?"

Fun is cooking, when Mildred Bailey gives her special brand of meal-making magic over WCOP.

"Food Is Fun" is a refreshingly new and different participation program. Mildred is setting it up at Boston's WCOP after five years of wowing the women of Worcester over WTAG and through her daily newspaper column.

The Bailey formula is sure-fire. Most women have to cook whether they like it or not. They want something to make them like it. They don't need recipes alone — most of them are knee-deep in recipes. Mildred's recipes are tops for taste and practical about point problems. Women love her gay music and pleasing patter.

"Food Is Fun" lures listeners because Mildred is no mere kitcheneer. She's a domestic scientist with plenty of background — and plenty of merchandising know-how, too — acquired at WTAG, and before that, with KPO and other top coast stations.

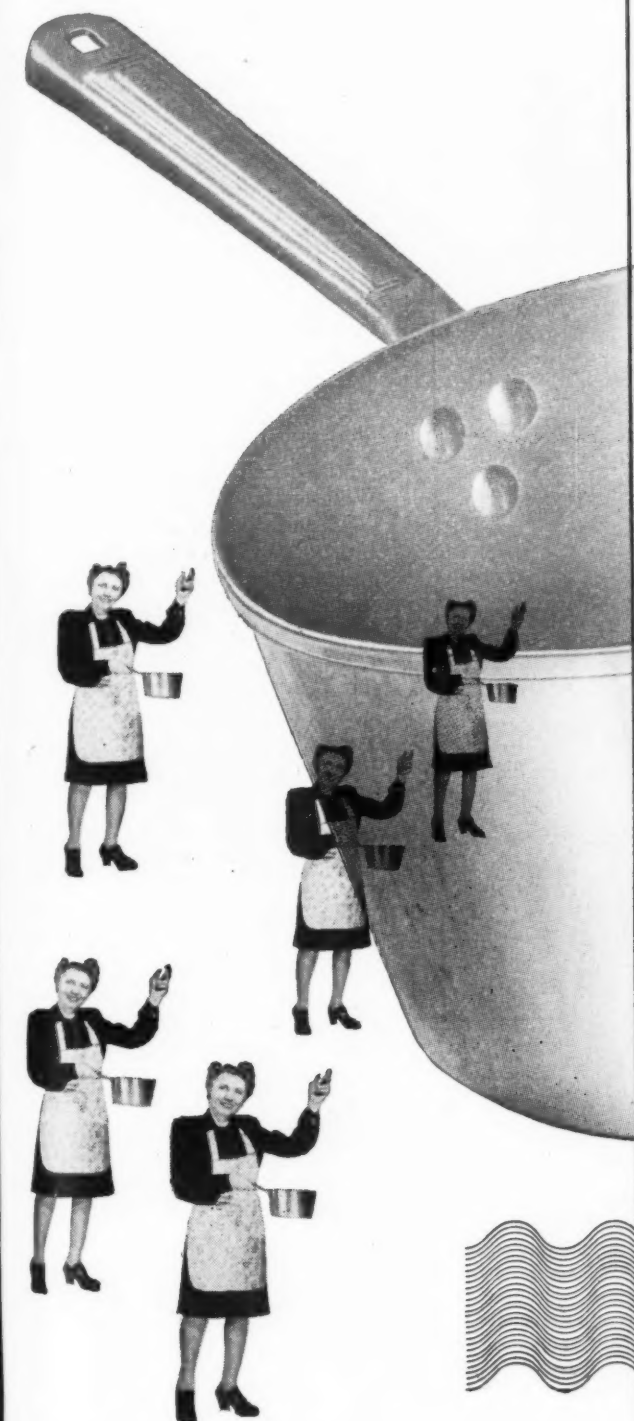
Do you know a sponsor's bandwagon when you see one? "Food Is Fun" runs on WCOP Monday through Saturday from 1:30 to 1:45. Hop on while there's room! Costs and availabilities from any Katz office.

NEW TO THE BLUE JUNE 15th

WCOP Boston

A COWLES STATION

Represented nationally by the Katz Agency





"That Buffalo Evening News may be more interesting than I am, but when you're home I like to see what I married!"*

* What makes a newspaper interesting? Complete, accurate and rapid news coverage? Full reporting of sports? Plenty of features? Sound editorials? Comics? The answer to all of these is Yes! Because every part of a paper is of major interest to some of the readers. That's why we're proud of the fact that The Buffalo Evening News is generally regarded as one of America's best balanced newspapers. 250,000 Western New York families read it every day. In the days before newsprint rationing advertisers used more space in the News than in any other daily in the state. It's the big paper in a big market!

war work now, no doubt you, like ourselves, are making plans for post-war manufacturing and selling."

Reproductions of some of SP's advertisements are included in a broadside titled "How Southern Pacific Is Seeking New Industries for Your Community." The piece is mailed to key persons in cities and towns all over SP's territory. It is addressed "To Our Friends and Neighbors" and says:

"Your community and the business interests in your community are doing much thinking and planning in preparation for the expected business expansion in the South, Southwest, and West—after the war is over. We thought you would be interested in seeing what Southern Pacific is doing to encourage the location of new industries in your community and in others along our lines. We would be glad to know what you think of our efforts. As you know, many new industries—steel, aluminum, shipbuilding, aircraft construction, and magnesium, to name a few—have already expanded westward."

The West Woos Industry

SP also has issued a brochure titled "Westward the Course of Empire," subtitled "A Study of Eight States West of the Mississippi," which gives facts and figures on the natural and agricultural resources of the states under study, ending by reminding the reader of the "vast undeveloped markets of Asia, the Antipodes, South and Central American—served by Gulf and West Coast Seaports." This booklet is mailed to heads of large industrial firms.

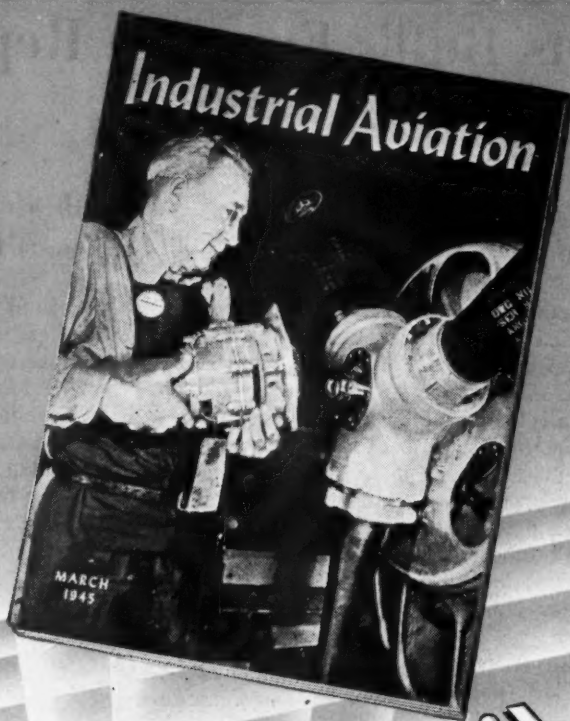
Mr. Hale points out that "in placing the advertising, it was believed that it would act as a background for the direct solicitation efforts of the railroad traffic forces."

The Industrial Department and its committees supply not only information about the region, but give practical help of a more specific nature by helping new industries with actual problems of location, seeing that they get adequate siding facilities, tracking, etc., that they are close to needed raw materials, labor forces, supplies. Naturally, they hope to induce businesses to locate along their own lines, but they aim to give true advice.

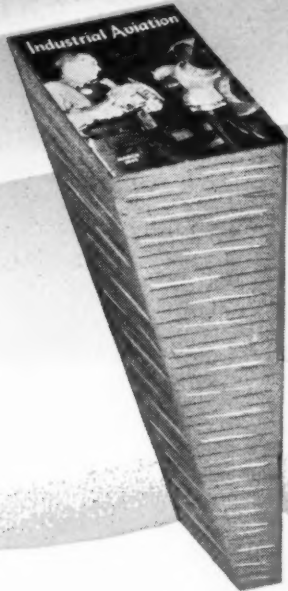
The major aim is to bring heavy industry to this region, but "any industry that has a proper economic place in the West" is welcome. Inquiries and discussions which have so far resulted from the SP's endeavors take in every sort of business imaginable from mining machinery to doughnuts, from natural resources development to pants manufacturing.

ADVERTISING POWER
DEMONSTRATED BY

Rate of Climb



to 10,000 paid subscribers
in 9 months



Industrial Aviation

There's no index to advertising value like reader interest—and nothing shows reader interest better than rapid continuous growth in paid subscriptions.

INDUSTRIAL AVIATION has climbed to a paid circulation of over 10,000 in February—only 9 months after its first issue as an independent magazine.

This is already a high altitude for specialized class circulation—and it is still climbing. Last month over 1500 new subscriptions! Yet only the titled personnel of aircraft, aircraft parts and engine manufacturers are accepted. These are highly specialized readers: designers, engineers, and production executives.

If your future sales can benefit from immediate cultivation of this highly technical readership, there is no other place to buy it without waste. Take the tip given by a phenomenal rate of climb and—Call in an INDUSTRIAL AVIATION Representative.

Circulated Monthly to 15,000 Engineering-Executive Readers in Aviation

ZIFF-DAVIS PUBLISHING COMPANY
540 North Michigan Ave., Chicago 11, Illinois
Offices: New York • Washington • Los Angeles • London • Toronto

GM Hits Bull's Eye with Reprint Of Edgar A. Guest Poem

Guest wrote it in 1920. It deals with service with a smile. And General Motors has already received 200,000 requests for copies.

THE General Motors advertisement, titled "Good Business," which appears on page 10 of this issue of SALES MANAGEMENT, and which is being published in a number of other media of national circulation, is a most unusual one.

An illustrated poem, it is entirely free of commercial flavor except for the statement at the bottom which identifies the sponsor and invites readers to obtain color prints from any General Motors dealer.

Even more unusual is the story behind this ad. The poem has been "kicked around" more than customers are pushed around during these hectic days of shortages and unskilled and irresponsible employees. It was given its present authentic sponsorship more or less by accident—but more by the alertness of a man whose life work is to deal with cold statistics, but who recognizes warm human interest when he sees it.

But first the poem—without the sketches:

"If I possessed a shop or store,
I'd drive the grouches off my floor;
I'd never let some gloomy guy
Offend the folks who came to buy;
I'd never keep a boy or clerk
With menial toothache at his work.
Nor let a man who draws my pay
Drive customers of mine away.

"I'd treat the man who takes my time
And spends a nickel or a dime
With courtesy, and make him feel
That I was pleased to close the deal,
Because tomorrow, who can tell?
He may want stuff I have to sell,
And in that case, then glad he'll be
To spend his dollars all with me.

"The reason people pass one door
To patronize another store,
Is not because the busier place
Has better silks, or gloves, or lace
Or special prices, but it lies
In pleasant words and smiling eyes;
The only difference, I believe,
Is in the treatment folks receive."

This poem, it now is known, was written by the well known poet and philosopher, Edgar A. Guest, back in 1920, at a time when customers were receiving much the same kind of treatment they are now experiencing. It was not given general circulation, however, until 1942 when it appeared in a volume of Guest's poems, "Today and Tomorrow," published and copyrighted by the Reilly and Lee Co., Chicago.

The "kicking around" apparently started soon thereafter. At any rate, Henry G. Weaver, director of customer research for General Motors, saw a somewhat modified version of it in a dealer's salesroom in Canada and was impressed by its aptness. The thought occurred to him that he might arrange to have it reprinted in *News & Views*, the GM dealer house publication, but then he noticed a footnote which attributed the composition to an automobile dealer who handles a competi-

book, without credit. He said he had no objection if GM wanted to reprint it, but that permission would have to be obtained from Reilly and Lee, the publishers. Mr. Weaver then got in touch with the publishers and was granted permission to reprint it in *News & Views*.

Meanwhile, one of the men in Mr. Weaver's department conceived the idea of embellishing the poem with small pen and ink sketches, so they prepared an illustrated version, similar to the ad which is now appearing, and showed it to some of the GM sales executives. They liked it, too, and suggested that they ought to go further and have it printed on a large four-color poster, suitable for hanging in show windows, salesrooms, and service stations of all GM dealers.

A poster was prepared, but it promptly brought on complications.



NO WONDER HE'S PLEASED! General Motors Director of Customer Research, Henry G. Weaver, looks over some of the requests for copies of the "Good Business" poster.

tive line, and that had him stopped.

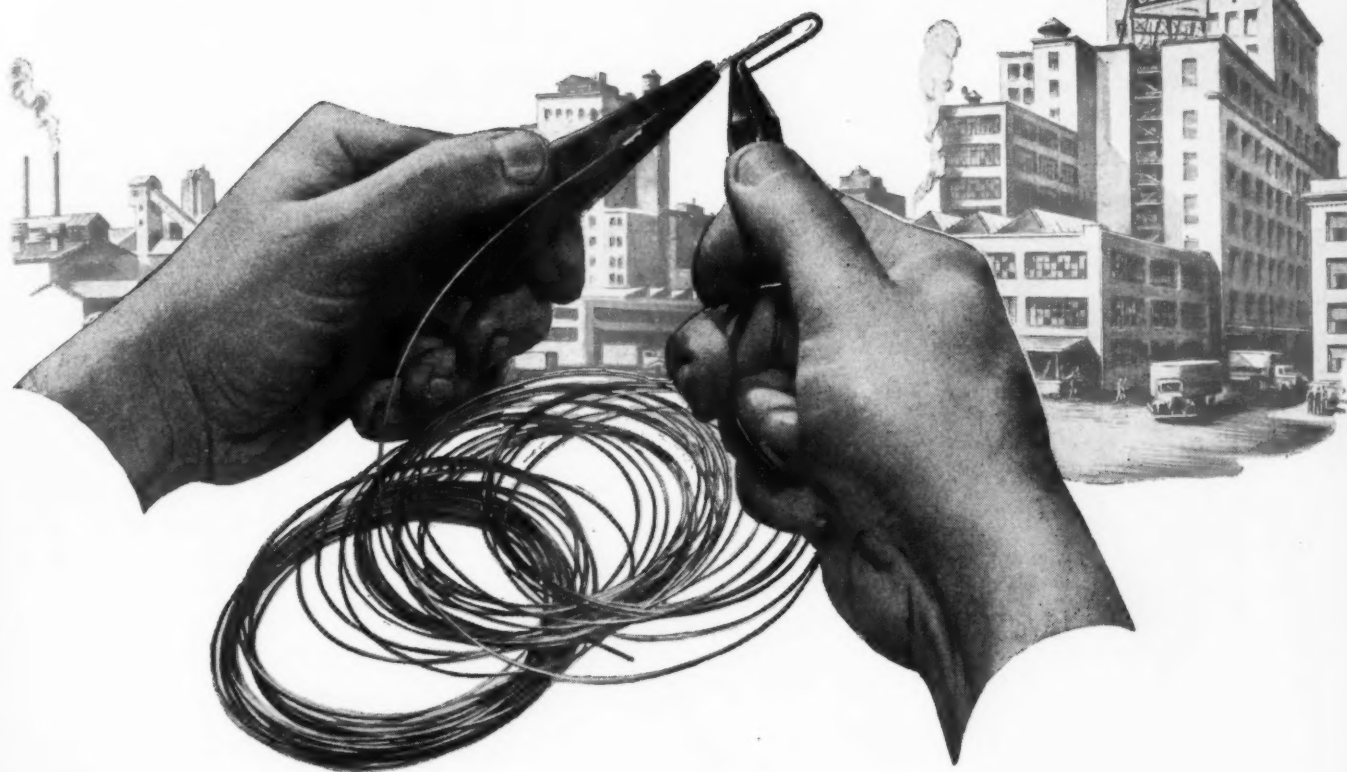
Nevertheless, Mr. Weaver brought back a copy for his personal files. Within a month after his return to Detroit, he received three other copies through the mails, all from various parts of the country, each a little different from the other, and no two were credited to the same author. This aroused suspicion that the poem had not been written by the competitive dealer. Furthermore, it sounded like Edgar Guest or possibly Walt Mason, and Mr. Weaver decided to ask Mr. Guest about it.

Mr. Guest said he was the author and that the poem in its various variations had been adapted from his latest

When a copy of the illustrated poster was submitted to Reilly and Lee, GM executives were told that permission to use the poem could be granted only in a "non-sales-promotional" way and that if GM wanted to use it in any other way than that of merely reprinting it in a house publication, they would have to obtain permission from Brown & Bigelow Co., St. Paul, who owned all rights to use it for advertising purposes.

Well, Mr. Weaver didn't think the use which GM planned to make of the poem was in the nature of advertising exactly, but nevertheless he got in touch with Brown & Bigelow and

We can make your paper clips . . . in ABOUT 400 YEARS



It probably would take more than 400 years to make, by hand, all the paper clips American business uses in a year.

But fortunately, although paper clips are small items, the making of them is big business.

Behind their prompt delivery to you stand the mining and metal working industries, the lumber and paper industries, machine tool industries, transportation and shipping, wholesaling, retailing—and all the other processes and services that constitute the business market.

The making in America of paper clips and steamships; of all things, both great and small, is the world's biggest business. And the makers provide the world's biggest market for whatever you have to sell.

If you would advertise to the men who direct and control this tremendous market, you need all the coverage you can get. Just

now, you can get, through Business Week, 126,384 circulation; through Fortune, 178,920; through U. S. News, 207,141 and through Nation's Business, 451,385.

The total is 963,830—nearly a million men who make the decisions on what, when and from whom to buy the billion of dollars worth of materials and services used by American business.

Even a million circulation isn't enough, but it's a good start and all you can hope for without going into the mass field for whatever business circulation you can nibble off the edges. Use more than these four if you can—the market justifies it—but, anyway, don't use less.

NATION'S BUSINESS
Washington • D C

APRIL 15, 1945

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obtained permission to use the poem. And of course the Brown & Bigelow credit line was added.

The poem, illustrated with sketches in four colors, is printed in size 12" x 9", suitable for framing, and in large poster size, suitable for hanging in show windows and elsewhere. The smaller size was sent to GM dealers first. The only copy on it, other than the poem, was in fine print at the bottom and this read:

"This timely rhyme is quoted from Edgar A. Guest's new book 'Today and Tomorrow' (Copyright 1942). It

was reprinted in this form through special arrangements with Brown & Bigelow, Saint Paul, Minn. If you want additional copies write: Customer Research Staff - General Motors - Detroit 2, Mich. It is also available to GM Dealers in large poster form upon application to your division zone office. Copyright 1944, Brown & Bigelow, St. Paul, Minn. U.S.A."

"Never before have we in customer research issued anything which has resulted in such widespread, spontaneous demand as has this illustrated version of the Eddie Guest jingle," Mr.

Weaver says. "As soon as the posters appeared in GM dealer service stations and showroom windows, we became flooded with requests for copies from all types of people, in all parts of the country. Included are many of the best known firms in America. There are so many of the latter, in fact, that we have tabulated them by types of business and there are 49 of them, including automobile dealers handling competitive lines.

"Well sir, we began by distributing 20,000 copies, but requests from outsiders and from dealers who wanted to give copies to friends and customers soon ran the circulation up to 200,000 and we are finding it necessary to cut orders to less than the quantities requested—in some cases down to 10%.

"Perhaps 200,000 isn't such a large figure—especially for General Motors, but the point is, that these requests represent spontaneous reaction on the part of businessmen in many fields.

"Champions of Decency"

"Interest is so great, in fact, that we have decided to run the illustrated Guest poem in the form of a full-page ad in some of the leading magazines, using full color in many of them, and offering to furnish reprints through our dealers to all who may desire them. While such an ad has little or no commercial flavor, we believe that its publication will place General Motors and its dealers in the position of being the champions of decency and fair treatment in the field of human relations during a period when all of us are more or less wrought up over the way we are treated by ill-mannered employees.

The four-color ad is also reproduced on the back cover of *News & Views*, together with the story of why it is published in national media. Dealers are asked to tie in with the program by filling the requests of people who visit their places as a result of the advertising, and by distributing copies of the reprints to heads of leading organizations.



Out of these pages . . .

Your Market in the Making



THE SOLE SOURCE of your major woman's market is no mystery—it's the teen-age girl. And *her* buying power is a family affair. For she's the sparkplug of her family—sparking *their* spending by her constant wants, the things she reads and sees and dreams. Teen-age girls to you represent that vital, continuous link between sales today and sales tomorrow.

800,000* readers say — "Grow along with us!"

American Girl

Selling to Women While They're Young
\$810 per page . . . 225,000 ABC

PUBLISHED BY THE GIRL SCOUTS, 155 E. 44th St., N. Y. 17 • MEMBER OF THE YOUTH GROUP

* Based on readership survey tabulated by I. B. M.



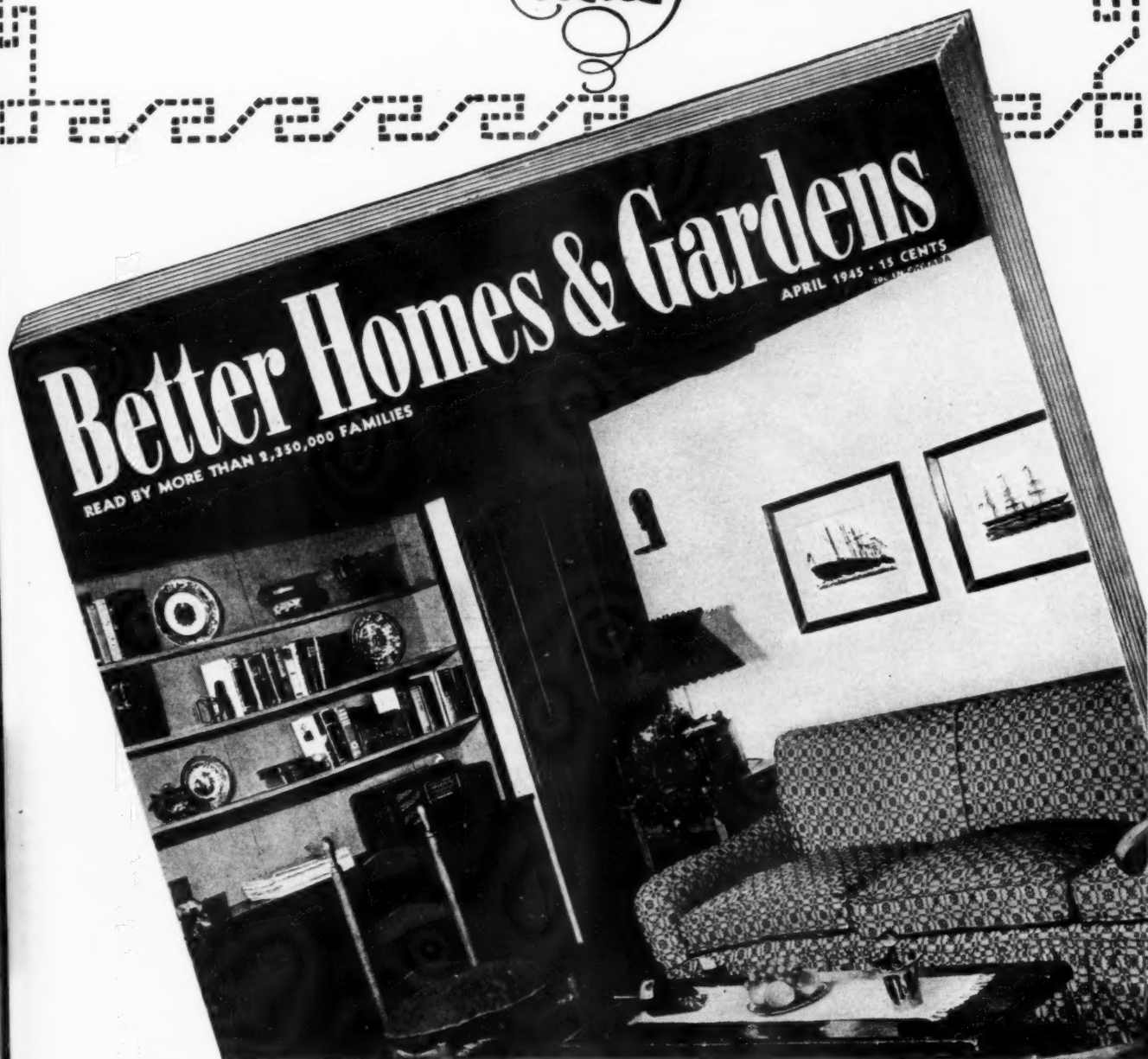
MO.

ST. LOUIS

HOTEL Lennox *In the center of things*

SALES MANAGEMENT AP

THERE'S NO PLACE LIKE HOME



APRIL 15, 1945

[101]

Mr. & Mrs. America to Become Globe Trotters After the War

DURING the latter part of 1944 *Ships*, published by Shipbuilders Council of America, began a survey to determine America's post-war travel plans—*why* they are going to travel, *where* they plan to go, and what method of transportation they intend to use. Response to the simple, comprehensive, single-card questionnaire was a volume beyond expectation. In addition

to answering the questions (one of which was whether readers want to make long-distance trips via American, or foreign ships, or if they prefer planes), respondents volunteered, in a large percentage of replies, information as to *why* they prefer a certain designated type of transportation.

As to *why* thousands of readers are going to travel post-war: the summary shows that 25.09% will travel for

business reasons, 74.01 for pleasure. *How* are they planning to travel? 80.64% indicate plans to travel exclusively by ships; 12.84% want a combination trip—using both ships and planes. Only 6.52% will travel both ways by air.

Results of this survey were so encouraging that *Ships* made a second survey—to see what kind of ship would be most in demand after the war. The same type of card questionnaire was used again. Approximately 5,000 votes are tabulated, coming from every state in the Union—from people who have the means to satisfy their urge to travel abroad. About 8.38% of the votes are cast for the first type of ship listed—the luxury liner, capable of making 30 knots an hour. These ships, in peacetime, carried three classes of passengers—cabin, second, and third class. Next in the listing comes first class liners, with 15.64% choosing this type ship. Fares are appreciably lower.

The third listing is the one-class ship—comfortable and a notch lower in traveling cost—slower (19 to 22 knots) and carrying cargo. 27.38% of respondents choose it.

Wanted: One-Class Ships

The fourth listing is for a combined freight and passenger ship. This type of ship usually carries only 40 to 50 passengers—has only one class. Accommodations are comfortable but by no means elaborate. Fares are lower than the first three types listed. About 17.6% select it for their post-war ocean travel.

Ships is surprised at the interest and popularity of the fifth listing. The fifth type is designated as a ship designed for well traveled routes. The type is entirely new, projected for this survey. It will carry only one class—about 700 to 800 feet in length, accommodations will be very comfortable and the fare will be lower than the standard one-class ship because of the greater number of passengers carried. 30.64% of all votes tabulated are for this ship.

Space was left on the card for readers' comments. Thousands took advantage of the opportunity to sound off. One comment, made over and over, is, "We should avoid everything that makes for class distinction." Most respondents want comfort without frills. Some people urge cafeterias to cut down the cost of fares. Others want ship operators to do something constructive about telling travelers who have never had to cope with passports or exchanging American money into foreign funds how to go about the processes—and whom to tip.

The Way They Buy
DRUGS in
NEW HAMPSHIRE




"New Hampshire Drug Stores"—a new portfolio of Factful information . . . including a directory of New Hampshire druggists and wholesalers serving them. Yours for the asking.

Under the heading of "Drugs" your New Hampshire market buys many items . . . *every day*. *Where* and *What* to buy . . . and *Why* . . . is a job several advertisers are doing *profitably* in the Manchester Union-Leader . . . the state's *only* Metropolitan daily. Drug sales increase noticeably in accordance with the promotional efforts in the paper New Hampshire buyers depend on . . . the two thus are synonymous with "confidence."

the **MANCHESTER**
UNION-LEADER
MANCHESTER, NEW HAMPSHIRE

NATIONALLY REPRESENTED BY GEORGE A. MCDEVITT COMPANY



"I thought you put them there, Mr. Galloway"

Good idea to remind yourself, occasionally: The Enquirer is Cincinnati's most interesting newspaper. Constant reader surveys keep it that way. Packed with features. Crisply edited for easy reading. Vigorous. On its toes. Right in step with the solid, substantial, thinking citizens *you* want to reach in this solid Cincinnati market.

The Cincinnati Enquirer is represented by Paul Block and Associates

Pulpwood Starvation Is Averted, Says A.N.P.A.

The American Newspaper Publishers Association launched in 1943 its comprehensive campaign to further domestic pulpwood production. The campaign, sweeping in its scope, was a concentrated effort to stave off further paper cuts in the publication field—to provide more pulpwood to toss to the maws of wartime consumption—sharpened by tremendous demands, made more acute by such factors as cessation of imports of pulpwood from Sweden and Denmark.

Now, two years later, the Association is proudly releasing the story of the fruits of its campaign—to all intents a success story. The Committee itself has spent some \$200,000 to promote the campaign, realizing as it did, that to make any appreciable dent in the serious shortage it must buy advertising, and not rely on charity. The War Activities Committee added something better than \$140,000 to the pot. Mills and local sponsors accounted for another \$85,000. The grand total spent, during the two years ending soon, will be well above the \$400,000 mark. The real good news is this:

1944, in spite of labor shortages, virtually no imports, was a record year for pulpwood production.

Back of it all was a plan. The Committee went where the pulpwood was. There was no need to run advertising in, say New York City, urging conservation of pulpwood. Advertisements were carefully placed in some 1,100 weekly newspapers and 100 dailies—in sections where pulpwood production was a big item in the income of the community. Local pulpwood committees—1,500 of them—were organized. Even farmers were urged to cut extra pulpwood. Contests, through State Press Association, with War Bonds as prizes, were run. But in no sense was the campaign a drive for pulpwood solely for newsprint.

The campaign has paid off—the statistics talk for themselves.



YOUR COPY Sir! From the DAYTON JOURNAL-HERALD

Complete book of facts on the Dayton Market . . .
Just off the press and ready to assist you in analyzing one of the most discussed and most important areas in the United States . . . Dayton, hub for the aircraft industry, the center of a rich agricultural and industrial area . . . A note on your letterhead will bring you a copy by return mail.

THE *Dayton*
JOURNAL-HERALD

Dayton's Largest Daily Circulation

Nationally Represented by The Geo. A. McDewitt Co.

**HOLD THE
DIESEL
MARKET
IN YOUR
HAND** Grab a handful of profitable business now. Diesel Progress reaches key men in this fast moving industry. Equipment and Supplies are being purchased NOW.



Complete coverage of a big, new industry.

**DIESEL
PROGRESS**

2 WEST 45TH ST.
NEW YORK 19, N. Y.
EDITED AND
PUBLISHED BY
REX W. WADMAN

WANTED

Newspaper Salesman with Market Analysis and Commodity Sales Research Experience.

To sell markets of from 250,000 to 50,000 population. Prefer the studious, research type. Agency training desirable. But must be a salesman. Excellent opportunity in New York office of long established, well rated Special Representative. Reply by letter giving experience, age, military status and salary expected. Box 2090, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALESMEN. Industrial hardware, or allied experience, Manhattan, Bronx, Westchester, Connecticut, New Jersey areas. Own car. Post war. Salary, bonus, expenses. Write Box No. 2103 SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.



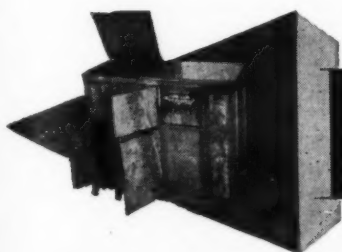
"that UP-TO-DATE girl of mine"

That song hit of 1890 squeaked its way through the big horn of the new phonograph. The cylindrical record was made of wax, but the words were made to order! They might have been written specially for the girl with the wasp waist who had the courage to buy the fantastic new talking machine.

Mr. Edison's latest invention didn't look like a snowball, but it was. In its path came electric

phonographs and radios. Now television is rapidly developing into a post-war *must*.

In the normal year of 1941, House & Garden families owned more than *twice* as many radios, paid *twice* as much for them, and bought them *twice* as often as the average American family. Establish your product with this *twice-as-good* House & Garden market, where acceptance wields influence.



House & Garden

sells America's entering-wedge market

Hard Working Mailings Win Nation-Wide Coverage for Castle

Salesmen were scarce. And so was gas. In lieu of personal territory coverage Castle Hat Co. worked out a packaged merchandising plan, then promoted it through a catalog that resembled a visual sales presentation. Today Castle hats are sold throughout 30 states.

BY ELSA GIDLOW

HOW can field operations be extended from a small regional business into the national picture despite the wartime shortage of salesmen?

That was the problem confronting young Elliott O'Rourke when he took over from his father three years ago the business known as O'Rourke of California, San Francisco, manufacturers of Castle Hats.

Today with only six salesmen, Mr. O'Rourke has succeeded in extending dealer coverage from the original limited San Francisco Bay Area territory into 30 states, Hawaii, and Alaska. Sales have greatly increased and Mr. O'Rourke now believes he has a firm foundation for his post-war aim to make O'Rourke of California comparable in distribution and acceptance with the best hat manufacturers of the country.

It all was accomplished with what Mr. O'Rourke and his merchandising-advertising adviser, Garfield & Guild, call "complete package promotion for retailers," introduced by a modernized catalog which makes the presentation in lieu of currently unobtainable field representatives.

The Dealer Promotion Plan

Mr. O'Rourke started his program for extending the field of operations of O'Rourke of California in 1942. One of his first moves was to take on an advertising agency to handle advertising and work out a merchandising program. Young O'Rourke "knew nothing about hats." His advertising budget was necessarily limited because of strictly regional operations. The first step was to develop a complete package promotion for retailers. This included newspaper mats, window displays, counter cards and other point-of-sale material, self-selection tags, radio scripts (for dealers' own radio programs), and gift certificates. These sales aids were furnished without charge and they were all coordinated one with the other.

In developing the dealer promotion package one thing was borne in mind:

It must be practical—one which the dealer will use without persuasion because its usefulness to him is self-evident. Many manufacturers work out beautiful dealer programs far from the dusty retailing scene, programs that look fine on paper, but they leave the dealer cold. Mr. O'Rourke and his advisers carefully studied and tested the field to make sure they were not guilty of this error.

They found that the "Made in California" story has a tremendous appeal in the East and Middle West, and they utilized the pulling power of this theme in the "Styled in California" slogan which became a part of all their advertising and promotional material.

Distribution Doubled

Mr. O'Rourke had a sales force of six men who presented the Castle Hat story to the regional trade and gradually extended it over California and the West and outward over the country south and east. Their efforts were supplemented by considerable business paper advertising on a national scale and by half-page color space in *Esquire* on a seasonal basis. Radio was added to these media and is now consistently used.

Even with the limited sales staff, handicapped by travel restrictions, distribution was doubled by 1943, and 1944 again doubled that. "Some of the increased sales might be due to war conditions and shortages of goods," Mr. O'Rourke says, "but the major portion is due to merchandising policies." He believes that war increases are offset to some degree by "the problem of hatlessness" which has grown in recent years.

When business began to grow in response to promotion, the problem of how to supplement the selling force arose. Not only was it difficult to find qualified hat salesmen, but those on the staff were limited in their range of operations by the shortage of gasoline and tires and restrictions on non-essential travel. Last year the situation was reaching an acute stage. The com-

pany was selling all the hats it could make—but that was not the only aim. With big post-war plans in mind, Mr. O'Rourke wanted to do a grass-root dealer training job and have a well cemented, cordial relationship with representative retailers the country over to handle the increased production envisaged.

So, a year ago Mr. O'Rourke started the metamorphosis of the firm's catalog into a "personal ambassador" to pinch-hit for the field contact men he did not have. Last spring the first of these new-type catalogs came out presenting the summer and fall selling story. The response was good enough to warrant continuance, and the second now has been issued, containing the Castle Hats Advertising and Merchandising Program for Spring, 1945.

"Royal Road to Profits"

The 24-page catalog is titled "Here's the Royal Road to Bigger Profits for You." It shows Castle spring styles and includes a complete presentation of advertising and merchandising plans. It opens with a photograph of the head of the firm and the legend: "Castle Hats Are Styled for You by Master Hatter O'Rourke in brick red type—and in black type—made in California . . . the California touch in every Castle." After tying-in with *Esquire* advertising and announcing the six main dealer help in the retailer "package," the booklet introduces Castle's "Hat-of-the-Month promotions" as a plan to help the dealer "cash in on a sound profit idea . . . featuring a different hat each month . . . a hat that's O'Rourke of California styled . . . moves your stock faster . . . increases your turnover . . . speeds your profits . . ."

The next page cleverly introduces the "1945 California tones . . . inspiring . . . exciting . . . colorful," listing shades by trade name under the four heads of Grays, Blues, Greens, Browns. The shades include such romantic-sounding ones as Redwood Brown, Mojave Tan, Del Monte Green, Tahoe Blue, Shasta Grey.

Three pages then illustrate the March, the April, and the May "Hat-of-the-Month" with full description, price, name, and large illustration. Next are two facing pages headed "Here Are Your Bonus-Promotion Numbers for Spring and Summer Selling," illustrating and describing the Castle "Buckaroo" and "Pan American" straw, and giving selling prices (retail and wholesale) and five simple selling points for each—which serve the double purpose of selling the retailer who in turn can use them to sell his customer.

"He says we're hiring thousands of new salesmen ... He's advertising in Hardware Age"

Easy on the lipstick, Daisy . . . don't count your dates before they're hatched. You won't find these salesmen stampeding through the office . . . in fact, you'll probably never meet them.

They're all hardware men . . . and they're all workers. You see the boss had one idea in mind—to get distribution right across the country on a good, sound basis . . . one that the public respects and trusts, that values service as well as sales, that really gets behind branded merchandise.

Well, his market was sitting right there for him—the national hardware market with its 29,000 strategically located retail outlets and the 481 hardware wholesalers that serve them. There's the new sales force, Daisy, a high-powered, convincing team that can do a real job for the boss. But his big problem was getting that team on his side, telling them his story, getting them to work on his sales.

The answer was unbelievably simple—use the Main Entrance to the Great Hardware Market—*Hardware Age*. The boss learned that a regular advertising campaign in *Hardware Age* will be seen by just about every hardware man who counts in more than 15,000 retail stores—including most of the 9,000 who do 72% of the entire retail business. He learned that his ads will be seen by over 3,500 executives and salesmen among the hardware wholesalers who supply practically all of the retailers, and have a strong influence on the latter's selection of stocks.

Yes—you'd better forget the lipstick, Daisy, because you're going to be plenty busy.



MacLane Says:

"We Hardware Dealers pay to read *Hardware Age*."

Maybe that's why advertising in *Hardware Age* pays.



Figures that Add Up:

- *Hardware Age* has the largest circulation in the hardware field—23,412.
- *Hardware Age* has a retail circulation of 16,167 hardware retailers and retail salesmen, as per A. B. C. Statement, Dec. 31, 1944. This includes over 15,000 individual stores.
- *Hardware Age* has the largest wholesale circulation—3,573; this includes 90% of all wholesalers, plus a large proportion of wholesale salesmen.
- *Hardware Age* has the largest voluntary renewal percentage—86.62%.
- *Hardware Age*, in 1944, was used by 92.5% of all hardware advertisers in national publications. Of these, 50.7% used it exclusively.

★ ★ ★

Our booklet, "The Hardware Market and How to Sell It," is a clear summary of impartial government figures . . . facts vital to manufacturers. Let us send it to you.

12

HARDWARE AGE

Main Entrance to the Great Hardware Market

A Chilton ① Publication 100 East 42d Street, New York 17, N. Y.

● Charter Member ●

APRIL 15, 1945

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It's Birch of Boston for Outdoor Advertising in NEW ENGLAND

Write for free descriptive booklet "New England the Individual." The Birch Co., 210 E. Tremont Street, Boston 16, Mass. Tel. Hubbard 1057

♪ **THE SONG OF \$ALES** ♪
played in ROCKFORD!

**"Sales Management
High Spot Cities,"
Monthly Forecast,
Places Rockford
First in Illinois**

	City Index	City Nat'l Index
ROCKFORD	218.9	136.0
CHICAGO	207.2	103.1
EAST ST. LOUIS	176.6	109.7
PEORIA	161.8	100.5
MOLINE—ROCK IS.—E. MOLINE	145.3	90.2



Rockford Metropolitan Population 111,000

A. B. C. CITY AND RETAIL TRADING ZONE 377,854

AT THE TOP IN ILLINOIS

ROCKFORD

Best Test City in the Mid-West

**ROCKFORD MORNING STAR
ROCKFORD REGISTER-REPUBLIC**

An interesting page describes the "Self Selection Tag" attached to every Castle Hat. The text of this miniature folder is illustrated. The caption tells the dealer that these tags "Aid in solving your untrained sales-staff problem . . . these colorful, informative tags tell your customer the complete Castle story . . . eliminate selling time . . . helpful hints give your customers better service from their Castle Hats."

The catalog-salesman is now ready to take the dealer's order. The next page presents and illustrates the Castle "simplified fill-in order cards" ("for your convenience, for accurate dependable order filling") and adds: "We're extra careful in packing and shipping."

Overwhelming Response

The response to the two catalog-salesmen issued so far has been "overwhelming" and it has been "directly responsible for definite orders from 27 states and Mexico." Many responses are from southern states where distribution so far has been spotty. On certain styles "a tremendous number of orders" were sent in by retailers, many of them new stores in every state never before contacted.

Mr. O'Rourke believes the response is due to the fact that the presentation is made simply and logically, exactly as a good salesman would make it if seated opposite the dealer. It presents "the complete package promotion which characterizes Castle."

The salesmen on the O'Rourke staff use it in their calls and find it a great help in simplifying and speeding contacts—a hint for the future.

Broadsides to dealers follow through, pointing out the advantages of dealer tie-ups in advertising and promotion. The company sees the complete package promotions, including the Hat-of-the-Month idea, as entering wedges in winning new dealers for the Castle line.

Another "personal ambassador" supplementing infrequent salesman calls is the "Castle Stylite," a mimeographed two-color, two-page news sheet mailed every month to 4,500 dealers. It covers a little news of the trade, a few smartly-worded selling tips, cartoons, and picture and promotion details for the "Hat-of-the-month." This sheet is illustrated and described on the next-to-the-last page of the booklet, and dealers who have not seen it are invited to get on the list to receive it regularly.

In purely regional promotion, backed up by counter cards in stores, broadcasts of ice hockey played in San Francisco, given every Wednesday evening, 8:30 to 10:30 over KROW

SALES MANAGEMENT



Ethan Allen surprised the British commander and his wife asleep in bed. "I order you instantly to surrender," Colonel Allen said. "By what authority do you demand it?" the officer replied. Allen thundered: "In the name of the great Jehovah and the Continental Congress!"

His READING *fanned the flame* of AMERICAN FREEDOM

"If we are captured, 'tis the hangman's noose."

So thought every one of the 83 hunters and trappers who rowed across Lake Champlain on the night of May 7, 1775, to take Fort Ticonderoga.

This first, successful attack upon the crown in the War of Independence was led by Ethan Allen, a tough, 37-year-old cartersman from Vermont.

The exploit fired the imagination of the Colonies, and at the psychological moment helped to fan into flame the smoldering ember of revolt.

Ethan Allen loved liberty. He loved it not only with his heart, but with his mind. Born and brought up in little backwoods settlements, he nevertheless managed to get books to read—and from these books drew that fierce love of freedom which was the vitalizing passion of his time.

"Ever since I acquainted myself with the general history of mankind," he later wrote, "I have felt a passion for liberty."

The history of nations doomed to perpetual slavery, in consequence of yielding to tyrants their natural born liberties, read with a sort of philosophical horror, that the first systematical and bloody attempt, at Lexington, to enslave America,

electrified my mind, and fully determined me to take part with my country."

Reading Opens New Worlds

Reading fired the mind of Ethan Allen, and lifted him from a backwoods settlement to a place among the world's leaders.

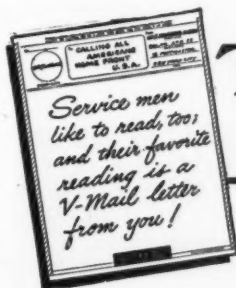
The power and inspiration of good reading is one of the activating factors in successful living. History is rich in the names of men and women whose achievement has been influenced by ideas and knowledge absorbed from reading. It is the impression value of what one sees that registers indelibly and is never forgotten.

This influence finds its most powerful expression in *The American Weekly*, the

magazine distributed through a group of great Sunday newspapers and read in more than 8,000,000 homes from coast to coast.

In its pages is gathered the whole crowded panorama of life as we live it... true stories of love and conflict... tragedy and triumph... tears, laughter, heart-break... the latest discoveries of science and medicine... art... history... religion... all written so simply and clearly that anyone can read and understand.

The American Weekly directly influences the lives of the world's largest single reading group... **The manufacturer who associates his product or his company name with such an influence is tying in with the most powerful known force in advertising.**



THE AMERICAN WEEKLY

Greatest Circulation in the World

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK 19, N. Y.




HELP SPEED THE *Clippers* ACROSS THE WORLD'S OCEANS

Throughout the world-wide system of Pan American World Airways . . . in the air and in business and airport offices alike . . . NATIONAL LOOSE LEAF COVERS play an important part in speeding and maintaining operations.

Take two of many uses, for instance. The CLIPPER LOG, carried on all clippers at all times, serves to record all the facts pertaining to flight time, take off and flying conditions, speed, distances, navigational data and the like. And the new PILOT'S MANUAL, a handbook containing all information about the route flown which must be at the captain's fingertips for immediate, ever ready reference. Both of these vitally important books need the strength, dependability and long life that are built into all NATIONAL LOOSE LEAF COVERS.

Just as you will need these NATIONAL features for your new catalog, price list, manual and sales portfolio covers . . . LOOSE LEAF, of course . . . easy-to-read . . . easy-to-change . . . easy-to-expand.

Let us help now with your future catalog planning . . . the LOOSE LEAF way. Write us for information, or, if you prefer, our representative will call.



NATIONAL BLANK BOOK COMPANY
ENGINEERS AND MAKERS OF LOOSE LEAF COVERS
HOLYOKE, MASSACHUSETTS
NEW YORK CHICAGO BOSTON SAN FRANCISCO

have done much to popularize the firm name. Castle sponsors the games throughout the season on KROW (which regards itself as the Northern California sportscast station), with Frank Arthur as announcer. The season runs from November to March and is budgeted for next year again. In addition, a new radio program is being sponsored over KPO, featuring human interest and humorous stories about San Francisco places and people by the San Francisco Chronicle columnist, Robert O'Brien.

With the volume of sales doubling each previous year, indications are for continuation of increase in 1945. Normally, January hat sales are below December. This January Mr. O'Rourke took advantage of that fact and shipped to many new outlets during that month, thereby making his January, 1945, sales in excess of December, 1944.

Post-war, Mr. O'Rourke plans to continue and extend his present pattern on a stepped-up scale, plans a coordinator to contact salesmen in the field, and plans a sales distribution center in Los Angeles to care for the Southern California and southwestern market. The rest of the coverage will be handled from San Francisco direct for the immediate future. The firm doubled its production facilities in 1944.

Mr. O'Rourke says that the overwhelming response to the catalog-salesman has convinced him of its usefulness, but "catalog or no catalog, we'll be mighty glad when our salesmen can make their personal contacts again." When that happy day returns, techniques learned in the interim will be incorporated in salesmen's selling techniques and added as field representative aids.

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SALES MANAGEMENT



What Is Salesmanship?

Editor, SALES MANAGEMENT:

That one-line definition of W. G. Strathern is a gem. I vote for it because, in the words "help" and "intelligently," he packs all the ingredients of the successful sale.

W. C. DORR
Eversharp, Inc.
New York City

(Reader Dorr refers to a definition of salesmanship by W. G. Strathern, director of sales training, New England Coke Co., as printed in the February 15 issue of SALES MANAGEMENT. The definition: "Salesmanship is the art of helping people to buy intelligently." The editors agree with Mr. Dorr's appraisal.—THE EDITORS.)

Editor, SALES MANAGEMENT:

As always an avid reader of SALES MANAGEMENT, I followed with interest the efforts of various sales executives since November to define what salesmanship is. . . . Purely from my personal viewpoint, no one hit the nail on the head—especially those who defined salesmanship in terms of getting what the salesman wants.

I realize that the contest is over, but I thought you might be interested in a definition that happens to appeal to me:

"Salesmanship is the art of focusing the prospective buyer's eyes—selectively, and at the moment exclusively—on his particular need or desire for your product or service, establishing in his mind the superiority of your ability to satisfy that need or desire, and translating that conviction into positive action."

To me that real art begins with the salesman's dramatic and personal ability to transfer the prospect's mind from the many things that may concern him at the moment, and to focus entire consciousness temporarily on the particular thing at hand—just as a spotlight does to the performer on a stage. The rest of it is holding his attention until the subject is covered, then bringing it to a necessary climax.

I thought you might be interested in my particular definition, because I know that salesmanship is close to your hearts, and I don't believe any of us will ever get tired of debating the point.

C. S. OSBORN
General Manager
Economics Laboratory
St. Paul 1, Minn.

Editor, SALES MANAGEMENT:

I note from the last issue of SALES MANAGEMENT that you are still printing definitions of salesmanship.

I feel that many excellent ones have been published but none seems to completely describe the activities of a good salesman; the seeking out and isolating of a prospect's needs and desires before his proposition is

presented; the interpreting, explaining, and demonstrating of his proposition in terms of those needs and desires; the persuading of his prospect to purchase, acquire, or endorse his proposition to the mutual advantage of the seller and the buyer. Profit to the buyer is as much a part of salesmanship as profit to the seller, and vice versa. Furthermore, a proposition includes a product, idea, or desire on the part of the seller.

Boiled down, this can be stated—Salesmanship is the ascertaining of your prospect's needs and desires that may be satisfied by your proposition, the interpreting of it in his terms, and the persuading of him to acquire or endorse it to your mutual advantage.

JOHN C. HARKNESS
Manager, Wholesale
Department
Crane Co.
Chicago, Ill.

Aspirin for Program Chairmen

Editor, SALES MANAGEMENT:

Page 37 of the March 15 issue of SALES MANAGEMENT is one of the finest contributions to the Sales Managers Club that has been made for a long time. There are enough suggestions here to carry a club through a couple of years. You have made another real contribution to sales management.

KINSEY N. MERRITT
General Manager, Public
Relations
Railway Express Agency
Inc.
New York City

(Subscriber Merritt refers to "Eleven Ideas for Sales Managers' Club Programs," SM, March 15, 1945.—THE EDITORS.)

Note for Advertisers

Editor, SALES MANAGEMENT:

Don't you think it would be a good idea for your advertisers to indicate in their ads for sales personnel where such posts are located?

Several times I've had the "urge" to reply to these ads, but being a Southerner already misplaced in Chicago, and lazy by nature, I'm afraid to answer for fear they might offer something so good I'd be tempted to go to New York City and that would never do for me.

I know they haven't lost anything in my case by not stating the locations, but they might have missed some darned good, ambitious young men and women by omitting this important information. After all, some of these people may be good, substantial citizens who own their own homes—or don't advertising people ever—?

What happened to Kipling's serving

In 1295 it might have been

MARCO POLO



but the other
Thursday evening it was

DONALD NELSON

Only a handful of the people back home heard businessman Polo tell how he helped Kubla Khan win the war in China against his Manji enemies.

But millions here at home tuned in to MOT to hear businessman Nelson tell how the U. S. is helping China's Chiang Kai-shek win his war against the Japs. (It was Mr. Nelson's first radio appearance since his return.)

Donald Nelson is one of many leaders on the "inside" of military and government affairs who have used MOT microphones to give the nation first-hand, authoritative reports of the news they help to make.

Are you listening?

The March of Time

SPONSORED
BY THE EDITORS OF

TIME

10:30 P. M. (E.W.T.)
EVERY THURSDAY NIGHT
NOW OVER
THE BLUE NETWORK

"WE DON'T JUST DREAM ABOUT 'EM—
We Own Them!"

Yes, in the true Small Towns of America—
those of less than 2,500 population—51.7% of us
own our homes. (Compare that with only 37.5%
in Urban America.)



And we who live in
GRIT AMERICA—the
heart of Small Town America
—do a lot of living in our
homes. GRIT sells us every
week—because GRIT is
the only publication to devote more than 50%
(75.42%) of its circulation to this
rich Small Town market.

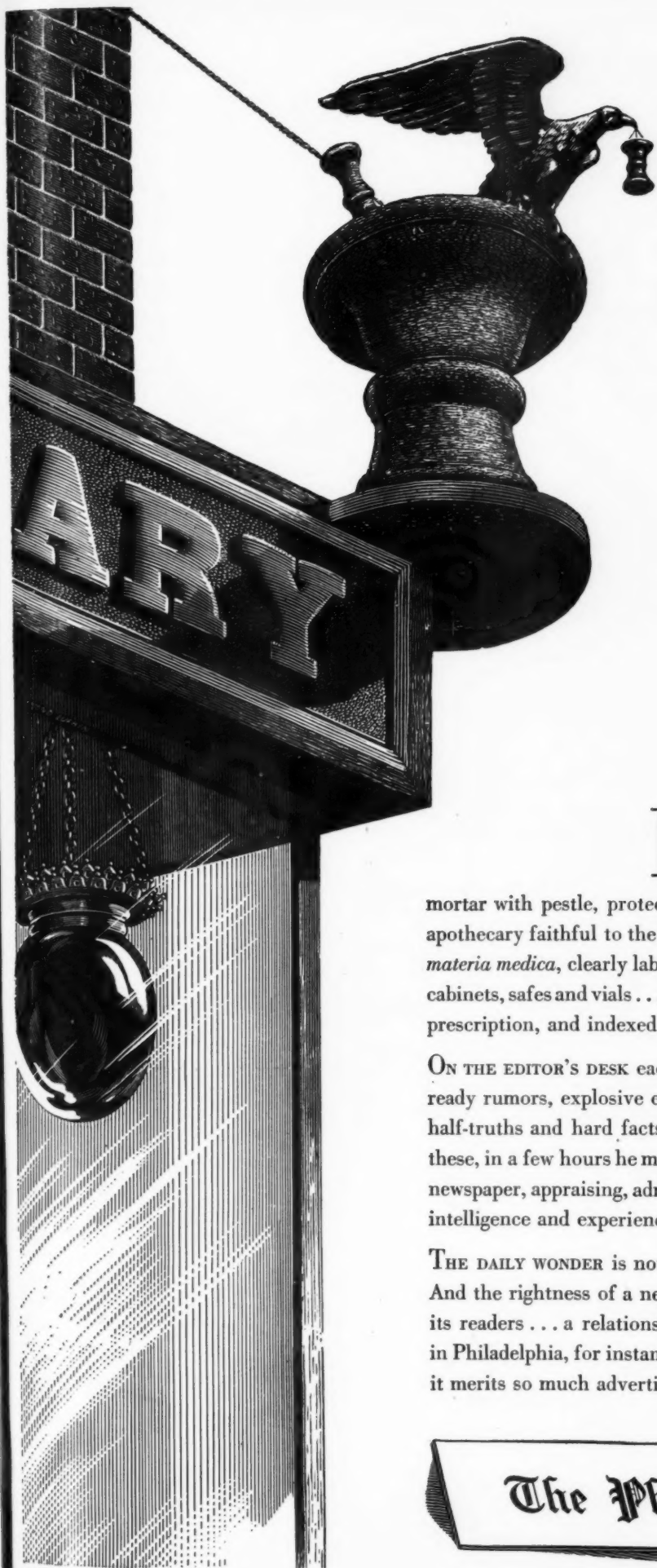


GRIT

GRIT PUBLISHING CO., WILLIAMSPORT, PA.



SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY
with more than 500,000 circulation



R_x is the physician's recognition . . . while mortar with pestle, protected by the eagle of vigilance, announces the apothecary faithful to the Pharmacopeia . . . compounding only the true *materia medica*, clearly labeled and securely stocked in his many shelves, cabinets, safes and vials . . . Fortunate the pharmacist, with the physician's prescription, and indexed ingredients!

ON THE EDITOR'S DESK each day falls a flood of fools' gold, luscious lies, ready rumors, explosive elements, poison particles, prophetic warnings, half-truths and hard facts, items often impossible of evaluation . . . Of these, in a few hours he must compound without prescription tomorrow's newspaper, appraising, admitting, discarding by dictates of his conscience, intelligence and experience . . .

THE DAILY WONDER is not that journalism errs—but is as right as it is! And the rightness of a newspaper can be rated by its reliability among its readers . . . a relationship that is the real reason why The Inquirer in Philadelphia, for instance, merits so much response to advertising that it merits so much advertising!

The Philadelphia Inquirer



BUILD YOURSELF a super-shortwave hookup and help yourself sell all of great General Electric at one shot. Terrific, hey?

Lots better than riding the rails from Bloomfield to Bridgeport, Schenectady to Chicago, Cleveland to wherever else G-E makes and sells things.

NICE HOOKUP if you could get it. And maybe you can. *Look...*

These 5 major advertising-marketing magazines have 145 paid subscribers at General Electric.

At *Bloomfield*—men like McIlhenny, Hobson. At *Bridgeport*—Merrill, Brandt, Crawford, Bowe,

Scaife, Owen, Newman, Miller, Sweeney, Baker, Doremus. At *Schenectady*—Lang, Mix, Stebbins, Peare. At *Cleveland*—Sloan, Moyer, Barnes. At *Chicago*—Petrie, Smith, Marble.

Branch and divisional executives (so vital in keeping campaigns sold) in some 35 different cities.

TO WRAP UP THE WORKS—well over 400 paid subscribers at G-E's eight agencies—Basford, BBD & O., Benton & Bowles, Foster & Davies, Leighton & Nelson, Maxon, Newell-Emmett, Y & R.

Where else **SO MUCH** — for so relatively little!

...the 5 major advertising-marketing magazines . **ADVERTISING AGE**

ADVERTISING & SELLING • PRINTERS' INK

SALES MANAGEMENT • TIDE

men—Who, What, Where, Why and When?

F. E. BROUGHAM
Chicago, Ill.

(SM's advertising department urges classified advertisers to follow Reader Brougham's suggestion.—THE EDITORS.)

Echoes from A. M. A.

Editor, SALES MANAGEMENT:

Having attended the meeting of the American Management Association at which Mr. Forrest Kirkpatrick delivered his remarks on the subject of Sales Aptitude Testing, I very keenly appreciate your article "Notes from an Editor's Cuff About the A.M.A. Aptitude Testing Talk" in your issue of February 1.

To me your remarks and suggestions are beautifully to the point and I only wish that I might have been able to say the same thing as well.

The Lamp Department of General Electric Co. is at present feeling its way in the matter, and I attach a copy of a recent report to our sales districts in which I have attempted to sum up our position at present.

HAROLD H. GREEN
Lamp Department
General Electric Co.
Cleveland, Ohio

Editor, SALES MANAGEMENT:

Congratulations on your truly remarkable analysis of the situation regarding aptitude testing, especially in respect to salesmen! I have never seen a saner and more practical appraisal of this situation than yours, in all the 30 years of my interest in this field. . . .

HENRY C. LINK
Vice-President
The Psychological Corp.
New York, N. Y.

Getting into Advertising

Editor, SALES MANAGEMENT:

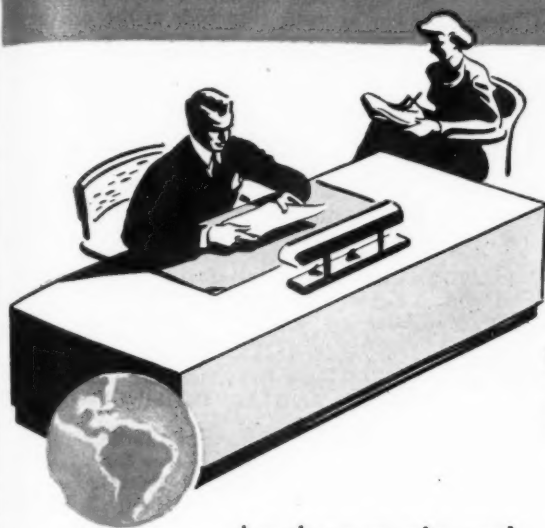
George W. Lee's, J. M. Mathes, Inc., letter to a soldier who wanted, upon his return, to get into the advertising business, recalls one or more similar instances in my own advertising experiences.

While an agency executive in Chicago a man came to see me about getting his son, upon his college graduation, into advertising. As this youth had never sold anything, I advised the father to buy a gross of high quality lead pencils and have his son stand on any corner of the Loop district, and offer these 5c pencils at 2c each, and thereby realize what it means to have *personal* selling experience before he attempted to sell by the *impersonal written word*. This father said I had insulted both him and his highly intelligent son.

Again: An editor friend sent his brother to me on the same errand. This brother had just graduated from Brown University; had taken the usual four-year, straight academic course; had in no way been connected with any of his college's activities. Insofar as qualifying for entry into advertising-selling, his rating was zero.

I never write a word of advertising-selling (let's cut out that misnomer "copy"), but I hold in my mind's eye the people I used to sell to from behind the counter in a small town's retail store; the dealers I used to contact when I was a traveling representative appointing exclusive agents; the advertising managers of

THE MEN WHO *Buy* IN LATIN AMERICA:



... Are the men who read PETROLEO DEL MUNDO. They read this publication to keep informed of new developments within the Latin-American petroleum fields. Their interest is keen. They appreciate this all-Spanish publication, because it speaks their language... because it's "tops" ... and because it's authoritative.

Due to the rapid expansion of the Latin-American export market and the extreme interest shown by PETROLEO DEL MUNDO readers, your message in this publication gets results from the men who make the South American purchases.

To the right are a few comments by top purchasing executives in Central and South America that make interesting reading.

"Our seniors read Petroleo Del Mundo from cover to back. We appreciate the fine form and International contents."

"Petroleo Del Mundo helps me in my purchasing of Petroleum equipment, and is read through by all of our personnel."

"I read Petroleo Del Mundo for the technical information; for news of my world-wide senior friends."

"We save all back numbers for ready reference."

"Your paper is patiently awaited by six of our Production men."

"Would hate to be without it."

"Petroleo Del Mundo is well edited. Our several readers appreciate its many helps with our drilling problems."

"Petroleo Del Mundo is our favorite book; the information is helpful and interesting."

PETROLEO DEL MUNDO

2 W. 45th ST., N. Y. 19, N. Y.
UNDER THE MANAGEMENT OF
REX W. WADMAN

concerns whose accounts I solicited; the boards of directors (especially that member who always has a "No!" on the end of his tongue, the treasurer) to whom I was endeavoring to sell a campaign; for each and every one of them is amenable to appeals of profits, pride, envy, greed, selfishness, prestige and all the other frailties bound up in the average "muddy vesture of decay" known as a human being. True, you can criticize music without being able to play a note; you can tell whether an egg is stale or fresh without ever being able to lay one; but, you just can't ring the advertising-selling bell until you have personally sold!

GRIDLEY ADAMS
New York City

(See "Getting into Advertising," Letters department, March 1, 1945 SM.—THE EDITORS.)

Maps for Sales Executives

Editor, SALES MANAGEMENT:

Since we are subscribers to SALES MANAGEMENT magazine and naturally read it with a great deal of interest, we have noticed in your issue of March 15, 1945, on page 40, an article entitled, "A Time Saver List of Sources for Maps for Sales Executives."

Since we are in dollar volume by far the largest publishers of commercial maps in the United States, we naturally feel somewhat slighted that our publications were not even mentioned.

Attached herewith you will find a brochure listing some of our various maps published primarily for sales executives and general commercial firms. We cover

in great detail, showing every suburb and street, all of America's large markets, containing more than 81% of the Nation's purchasing power.

Over 200,000 American business men use our maps constantly and our various managers in charge of the different geographical areas throughout the United States report to us from the field that we actually sell far more commercial maps than all of our American competitors combined.

K. M. HEARNE
Hearne Brothers
Detroit, Michigan

(SM gladly adds the name of Hearne Brothers to its list of map sources. See "A Time-Saver List of Sources for Maps for Sales Executives," SM March 15, 1945.—THE EDITORS.)

Intelligence, Boudoir Div.

Editor, SALES MANAGEMENT:

Say! About your interpretation of the twin and double bed figures from the McCall survey of what women want in post-war bedrooms (page 61, 2-15-45)!

You say that it's "back to the big double bed" but that isn't what the figures say. They say that 45% of the women want twin beds.

Before the war about one out of four mattresses and springs was in twin size, nationally. In many large city stores the ratio was one to one, while in some rural areas it ran as low as one in ten. But if nearly half of the women want twin beds, then probably more than 25% of our Spring-Air mattress sales are going to be in

twin size—which is a continuation of the long-range trend toward separate beds.

ROBERT K. MASON
Sales Manager
The Spring-Air Co.
Holland, Michigan

(SM's editors won't attempt to argue about beds with an expert, but the McCall people pointed out that their survey covers what women say they want post-war, whereas Sales Manager Mason seems to be talking about what women have been getting.

Says Mr. Mason: "I hope people . . . buy as many twin beds as the gals in the McCall survey said they were going to buy. The retailer is interested in promoting it both for the sale of the extra bedstead and the sale of the extra set of bedding. The mattress man is interested for the same reason. About the only argument against twins is that many small homes and apartments don't have the room. However, by eliminating the bed rails and the footboard, and substituting a headboard and what we call a Swing Bed two twin outfits can be placed in just about the space that a full size occupied, so far as square feet of floor area are concerned."—THE EDITORS.)

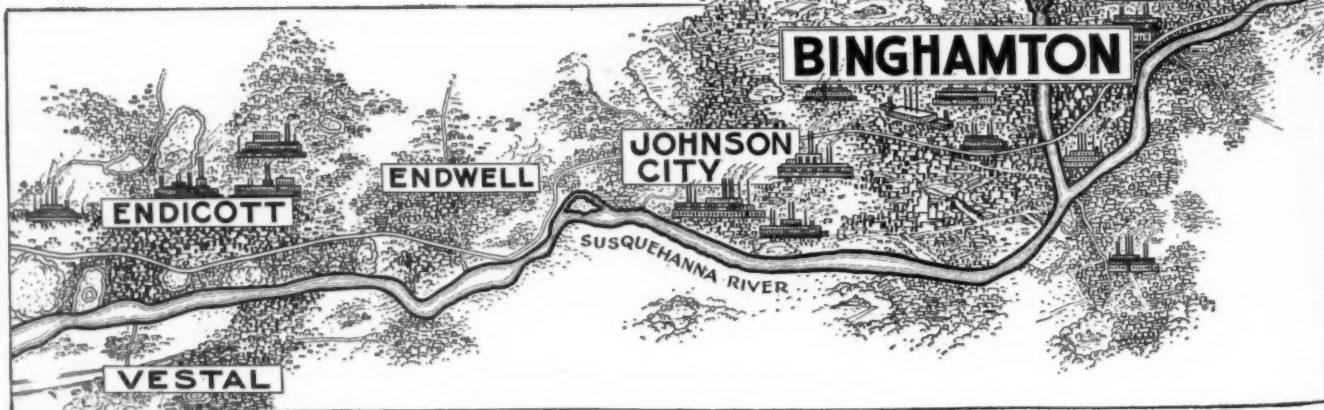
SALES AND ADVERTISING MANAGER

Nationally known men's hat manufacturer located in the East is open for a sales and advertising manager to take complete charge of the sales end of the business. Need not know anything about men's hats. Please state age, education, experience and complete details in first letter. Box 2104, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

METROPOLITAN BINGHAMTON

As established by U. S. Department of Commerce

Population 145,156



Metropolitan Binghamton prosperous? The average industrial wage January 1945 was \$48.04. In January 1940 it was \$23.63. In the 1930-40 pre-war period Metropolitan Binghamton had one of the three best industrial payroll records in eastern states.

No war-time boom, this, of emergency factories and migrated population; so maybe you haven't seen it written up in newspapers. But there's lots of work on products like shoes, photographic equipment and supplies, furniture, business machines . . . in plants quickly convertible to fill huge peace-time shortages.

The Binghamton Press gives better than 80% family coverage of the Metropolitan Area and better than 40% among the added 100,000 surrounding population.

THE BINGHAMTON PRESS

One of 21 Gannett Newspapers • • •

Represented by J. P. McKinney & Son—New York, Chicago, San Francisco

SALES MANAGEMENT

THE MOST IMPORTANT BUYING GROUP

Women 18-35

National census figures verify the importance to advertisers of the 18 to 35 age group. These percentages prove that women 18 to 35 constitute the great majority of brides and young mothers.

83.9% of SECRETS 840,000* monthly newsstand buyers are within these active buying years. These young women are peak consumers because they have many extra buying needs—for themselves, their husbands and children, and for their homes.

SECRETS delivers the highest concentration of these Great Consumers.

*Each copy of SECRETS is read by the purchaser and four intimates of her circle. This data based on survey of SECRETS readers.



86% OF ALL BRIDES (1940)
WERE 18 TO 34

77% OF ALL BIRTHS (1942)
WERE TO MOTHERS 20 TO 34

Secrets

"THE MAGAZINE OF DRAMATIZED SELF-IMPROVEMENT"

67 West 44th Street
New York 18, New York

100 North LaSalle Street
Chicago 2, Illinois

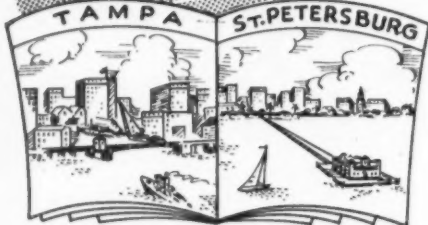
403 West 8th Street
Los Angeles 14, California



APRIL 15, 1945

[129]

THE TALE OF TWO CITIES



Tampa and St. Petersburg, separated only by Tampa Bay and connected by free Gandy Bridge, are one metropolitan market with buying income of nearly a quarter billion dollars annually. **Forty percent** of this market is St. Petersburg.

To cover St. Petersburg, advertise in St. Petersburg newspapers. No outside newspaper has as much as 400 average circulation here.

ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)
 Represented nationally by
Theis & Simpson Co., Inc.
 In Florida by V. J. Obenaus, Jr., Jacksonville

Your Best Opportunity in 30 years

**To equalize territories
 To plan better coverage
 To prepare real jobs for
 the boys coming home**

Put your customer information in quickly accessible form NOW with Victor Visible Records. "SEE"

your complete sales picture through SIGNAL CONTROL . . . your Victor Dealer will show you how—

Write today for his name and address.



Ask for this interesting folder FREE

THE VICTOR SAFE & EQUIPMENT CO.
 INCORPORATED
 N. TONAWANDA NEW YORK

Media & Agency News

Radio

Biggest news on the radio front is the announcement by The Blue Network Co., of its change in name—effective June 15—to American Broadcasting Co. On the same date eight additional stations will affiliate with the network: WLAW, WCOP, WCAE, WFBR, WNAX, KRNT, WPDQ, and WFTL. Later a ninth station, WEEU, will affiliate. With the addition of the eight new stations, the network will have a total of 197 stations under its control.

The history of the Blue Network, as a separate organization from its parent National Broadcasting Co., began in January 1942 when, following a ruling by the Federal Communications Commission, it was organized as an independent operating company. Early in the Summer of 1943, Edward J. Noble purchased from the Radio Corporation of America all of the outstanding stock of The Blue Network Co. The sale gave Mr. Noble active control of the company on October 14, 1943.

The following December Chester J. LaRoche, well known advertising man, and Time, Inc., each acquired an important interest in the network. This brought the company to its present ownership and management, under which there has been a progressive realigning of the various departments, and now, this final change.



HARRY BURKE, formerly of WOW, is new manager, KFAB, Omaha.

FRANK B. FALKNOR returns to manage KMOX, St. Louis.



Harry Burke, formerly of WOW, Omaha, is the new general manager for KFAB, Omaha. . . . Frank B. Falknor, returned after 15 months of active military service, has assumed his duties as general manager of KMOX, St. Louis. . . . Claude Barrere succeeds

Roy C. Porteous as assistant promotion manager of WEAH. . . . A new West Coast sales office has been opened by the Broadcasting Division of The Crosley Corp., with offices in Hollywood. Tracy Moore will be in charge. . . . Malcolm MacPherson becomes advertising and sales promotion director of WFIL, Philadelphia, in the near future. . . . Irvin Graham, formerly advertising and sales promotion manager for Sesac, has joined the Columbia Broadcasting System as promotion manager for radio sales.

Business Papers

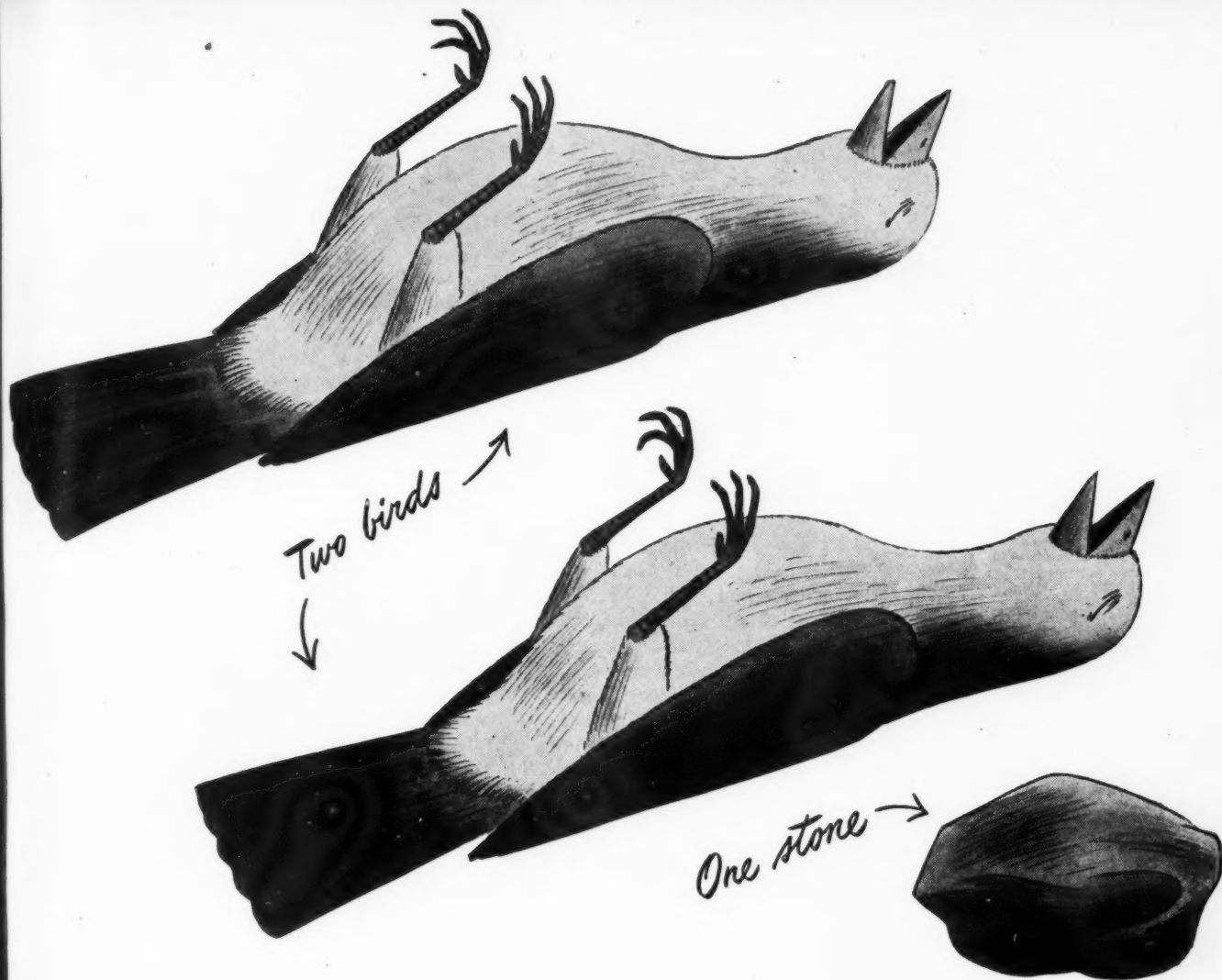
The April 1 issue of McGraw-Hill Publishing Company's *Electronics* marks the magazine's 15th year of publication. The first issue, containing 106 pages, 53 of which were editorial, had a circulation of 6,500—in spite of the fact that many publishers, who had discarded the idea of a magazine devoted to electronics as being too advanced, felt that McGraw-Hill would come a cropper unless they waited for further developments in the electronics field, when success would be more certain.

From the beginning *Electronics* carried advertising from every well known name in the industry—today an average issue will carry well over 300 advertising pages. Better than 62% of the original advertisers still advertise in *Electronic's* pages. Editor Keith Henney feels that fact alone proves not only that his magazine carries "the goods," but demonstrates the extent of the electronics progress the industry has achieved.

At the same time he views with wariness the tendency of the public in general, and a few manufacturers in particular, to "whoop up electronics." Much of this elation is due to the great wartime use of electronic devices, which caused a boom in the field, and brought many new manufacturers to electronics for a share of the gravy. But as yet, Mr. Henney feels, there is no product of an electronic nature which can be sold to a mass-market. After the war, when production of devices for military use will slacken appreciably, Editor Henney wonders what will keep many of the small manufacturers in the business.

Two years ago *Electronics* began a small monthly magazine, not actually promotional, yet not by any concept a house magazine, called *Electronic Markets*. It is mailed to 4,500 prospective advertisers, agency men, and a few engineers. Its purpose is to get the "blue sky" out of electronics—to

SALES MANAGEMENT



This happened 9 out of 13 times!

RECENTLY, the Annual Advertising Awards jury selected the 100 best War Advertisements of 1944.

Young & Rubicam created thirteen of them.

Four of these thirteen advertisements dealt solely with a war theme.

But in the remaining nine, it was found possible to kill two birds with one stone.

In the advertiser's judgment and our own, each of the nine did a good job both for the war effort and the product.

These advertisements represent one happy way of discharging the obligation which today faces every advertiser—and, of course, every

advertising agency as well.

Obviously, it is not always possible for an advertiser to devote his entire advertising to the war effort.

But we do believe that a little extra ingenuity often makes it possible for an advertisement to sell its product effectively and at the same time help do one of the many jobs that must be done to win the war.

YOUNG & RUBICAM, INC.
ADVERTISING

NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO
HOLLYWOOD • MONTREAL • TORONTO • LONDON

An answer to Industry's most Vital Problem . . .

. . . by employers of 2,278,389 workers



Leading manufacturers have been quick to take a tip from the armed forces. The presentation of awards to employees at predetermined intervals of service has proven highly effective in soothing superficial labor disturbances, cementing a common bond between worker and employer and sustaining high morale. This published report of executive opinion and experience results from an intensive study conducted in six sectional labor areas. Write for your copy to-day. No obligation of course.



The Robbins Company
LABOR-MANAGEMENT DIVISION
ATTLEBORO, MASSACHUSETTS



**THE DIRECT ROUTE TO
THE NO. 1 CONSUMER
OF BUILDING MATERIAL
AND EQUIPMENT**

**THEY READ
PRACTICAL BUILDER**

(Read by 58,500 alert builders)

59 E. Van Buren

Chicago 5, ILL.

"NO BURTON BROWNE CLIENT
HAS A COMPETITOR
WITH BETTER ADVERTISING"

**BURTON
BROWNE**

ADVERTISING

619 NORTH MICHIGAN AVE.
CHICAGO 11 • TEL. 3800

talk down to the layman, who knows little about electronics and understands little more, but who, for business or personal reasons wants to keep abreast of advancements. In its pages its subscribers (and the magazine is an all-request one, and free) find information on new products, post-war possibilities, and merchandising information. It is written in an informal style—can be easily understood by anyone who has even the most rudimentary knowledge of electronics.

* * *

To coordinate advertising and editorial efforts of kindred groups of business papers in its roster, Haire Publishing Co. has appointed divisional advertising and editorial directors from the ranks.

Walter F. Becker becomes advertising director and Arthur I. Mellin becomes editorial director of the Fashion Group. Laurence S. Kunstler becomes advertising director and Julien Elfenbein becomes editorial director of the Home Furnishings Group. John F. Hyde becomes advertising director and John Regan becomes editorial director of the Aviation Group.

Haire held an all-day Airport Development Clinic, attended by more than 500 of New York City's key business executives and aviation officials, recently. The meeting featured Congressman Jennings Randolph, author of Federal airport legislation. Objectives of the Clinic were to stimulate thinking and action in Metropolitan New York City—for the rapid creation of small airports for the personal flyer.

* * *

The Toilet Goods Sales Manual, a separately bound section of the Drug-gist Edition of *Chain Store Age*, is being published this month for the fifth successive year. . . . Maxwell Fox, former director of publicity for U.S.O. Camp Shows, is the new executive editor of *Tide Magazine*.

Newspapers

Eleanor McClatchy, president of the McClatchy Newspapers of California, has just announced four shifts in the business departments of *The Sacramento Bee*, *The Fresno Bee* and *The Modesto Bee*, including the creation of a new position of national advertising manager for *The Modesto Bee*.

Leighton Stephens was named national advertising manager of *The Sacramento Bee*. He had held this position on *The Fresno Bee* since December 1, 1941. During 1943-44, he was president of the Fresno Advertising Club.



LEIGHTON STEPHENS who is now national advertising manager, *The Sacramento Bee*.

EVERT S. PETERSON, a member of the new Promotion Department, McClatchy Newspapers.



BRADLEY RITER, who is figuring importantly in McClatchy's new Promotion Department.



MAX ARMSTRONG, national advertising manager for *The Fresno Bee*.



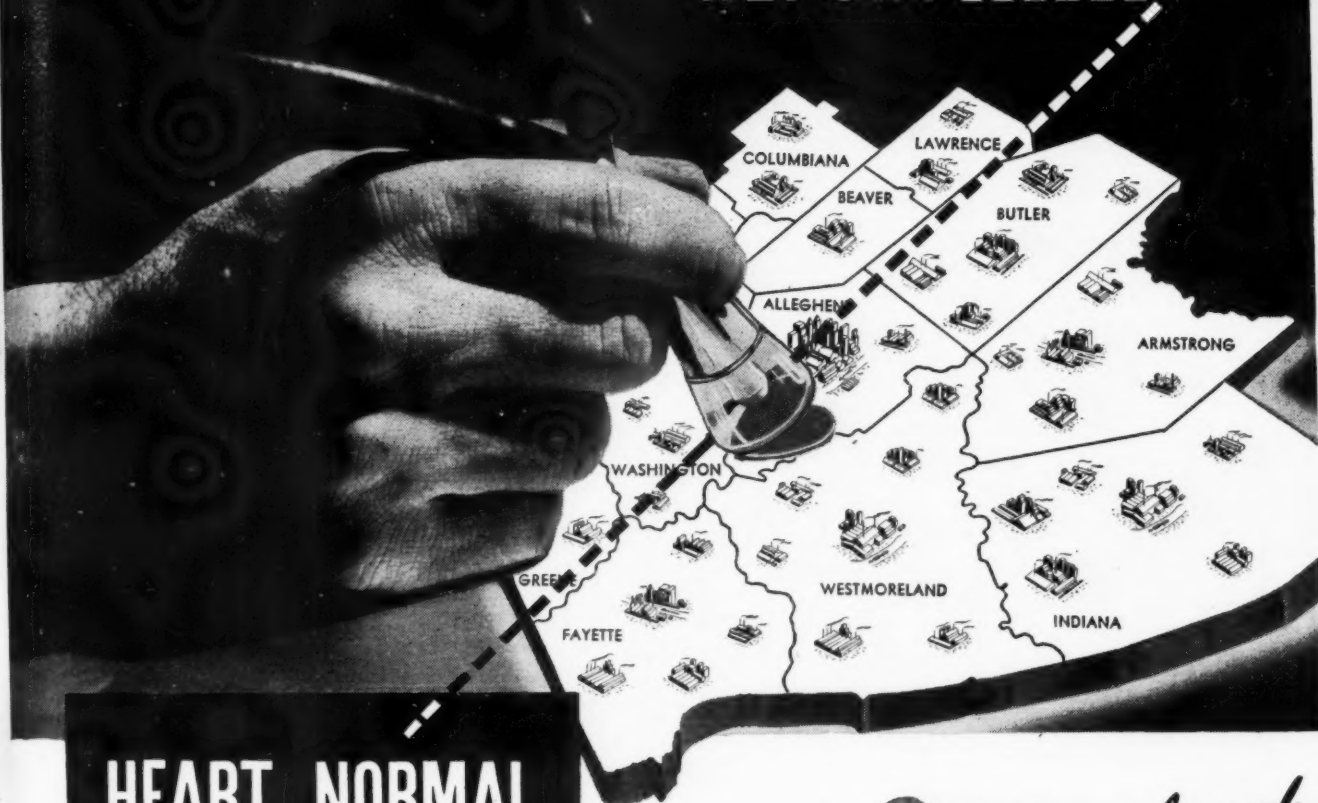
JAY W. LOUGHNER, national advertising manager, a new position, with *The Modesto Bee*.

Replacing Mr. Stephens as national advertising manager of *The Fresno Bee*, is Max Armstrong who had held that position from 1936 to 1942 before volunteering in the United States Marine Corps. He recently was honorably discharged. Mr. Armstrong has been with the newspaper 18 years.

Jay W. Loughner was shifted from *The Fresno Bee*, where he was a member of the advertising staff and also in charge of the merchandising service division, to the newly created position of national advertising manager of *The Modesto Bee*. Improved merchandising and market research

SALES MANAGEMENT

232 INDUSTRIES REPORT -----



HEART NORMAL

in Lucky  *Pittsburgh*

YES, here is a market whose Buying Heart is constant—constantly good! Here is a market that didn't mushroom with war and won't wither with peace! — Where employment is steady, where pay checks won't pause nor buying break when the rest of the nation changes over.

The reason's quite simple! Pittsburgh's industries are basic. Our steel and glass and coal and aluminum are produced just the same for peace as for war 232 industries whom we quer-

ied reported "We'll need virtually no retooling nor reconversion."

So you see the Peace-Pause won't curtail the buying of the Three Million people in Lucky Pittsburgh. Except, of course, that they'll buy more of your product if you keep telling and selling them in Lucky Pittsburgh's Post-Gazette.

PITTSBURGH POST-GAZETTE

One of America's Great Newspapers

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

THE NEWSPAPERS ARE THE GREATEST
ADVERTISING MEDIUM IN AMERICA

Because

Each day 47,000,000 Newspapers are Bought. Each day the people of America pay \$1,500,000 for their Newspapers. The people desire advertising in their Newspapers.

Ladies and Gentlemen of Advertising

Do you know of
any better way to
protect the
future of the
advertising
profession
than by doing
everything possible
to safeguard
the theory of
brand names
and trademarks?

San Francisco Examiner

for more than
50 years the
leading newspaper
in its field

service now will be available to national advertisers.

The fourth change occurred in the circulation department of *The Modesto Bee*, Arvey R. Drown, former city circulation manager of *The Fresno Bee*, being named manager.

* * *

Plans for an annual award "to the newspaper which gives greatest recognition to the importance of promotion and utilizes its forces to the greatest extent for organization progress and public benefit" have been announced by the National Newspaper Promotion Association officials in Cleveland. Lawrence W. Merahn, promotion director of *The New York Sun*, is chairman of the Award Plans Committee.

Agencies

Grey Matter, the oldest house magazine created by an advertising agency, (Grey Advertising Agency, Inc., New York City) is celebrating its 10th anniversary with its May issue. *Grey Matter* was the first house publication to take the form of a news letter, a style that had previously been used only in the field of politics at that time. The magazine is circulated among manufacturers who are national advertisers, and its first issue brought an inquiry from a firm which became one of the agency's largest accounts. Circulation hits the 3,000 mark, reaches executives in the country's foremost manufacturing firms.

* * *

A new agency, to be known as Technographics, Inc., is being formed in Chicago by Charles Schliekert, former advertising manager for Cook Electric Co. . . . Two well known Buffalo advertising agencies are consolidating. On May 1 Everett L. Bowers, Inc., and Baldwin & Strachan, Inc., will join forces under the name Baldwin, Bowers & Strachan, Inc. . . . Dr. Leonard Ludwin has been named director of the Foreign Research Department of McCann-Erickson, Inc. . . . Stanley Talbott has joined the San Francisco office of N. W. Ayer & Son, Inc., in an executive capacity.

Accounts . . . General Textiles Mills, Inc., to J. M. Mathes, Inc. . . . Growers' Old Reserve to Brisacher, Van Norden and Staff. . . . Julius Kayser & Co., to Cecil & Presbrey, Inc. . . . Clark Candy Bars to Batten, Barton, Durstine & Osborn, Inc. . . . *Nation's Business* to Albert Frank-Guenther Law, Inc., for its newspaper advertising account. . . . Fairbanks, Morse & Co., to The Buchen Co., for its stoker account.

Step Up SALES APPEAL By Using



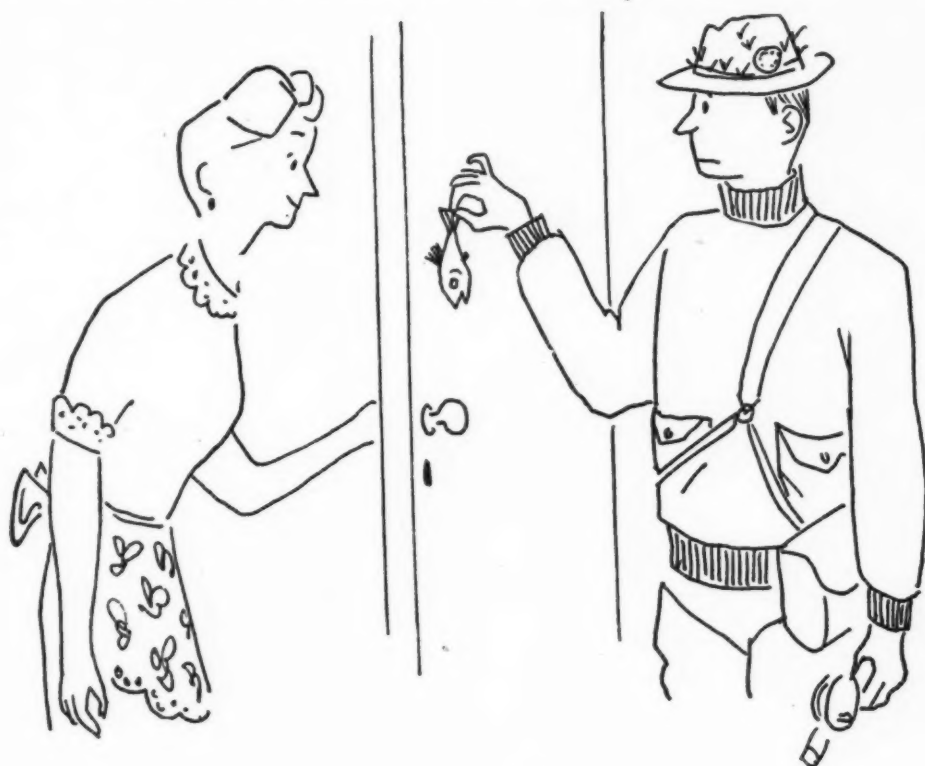
Worthy marks for worthy products, Ecoa name plates help make sales by reflecting in-built quality. Their fine appearance *lasts*—and directions they carry to users stay clearly and permanently readable. Our Art Department helps design attractive and suitable name plates. We're glad to quote, without obligation to you. Write today.

ETCHING COMPANY OF AMERICA

1520 Montana St., Chicago 14, Ill.
Dept. 4J

Metal Name Plates, etched or lithographed • Plastic Name Plates, Dials and Panels, lithographed or screened • Etched Metal Scales, Clock Dials, Instrument Panels, Art Novelties, Advertising Specialties • Etched Metal Panels for elevators and architectural uses.

Never Underestimate the Power of a Woman!



Nor the power
of the magazine which
has the largest
audited circulation
of **ANY** magazine,
given it exclusively
by women

LADIES' HOME **JOURNAL**
THE MAGAZINE WOMEN BELIEVE IN

Comment

BY RAY BILL

IS ADVERTISING A COST? One of our sales manager subscribers in the drug field passes on to us a description of the spirited argument he had the other day with his board of directors. On the board is a lawyer, a banker, an engineer, and a broker—none of them knowing very much about selling processes—as well as other men more directly connected with the operations of the business. These directors have always thought that the firm spent too much in advertising, and the other day advanced the argument that this was a "cost" which could be done away with for the duration because the company is oversold.

What our sales manager friend told them may be useful to other readers: "I have gotten tired of hearing reports that the cost of our advertising was so much in dollars, or as a percentage of sales, or as a percentage of profits. I feel that I am to blame if I haven't succeeded in disabusing your minds of the idea that advertising is a cost."

"To refer to the cost of advertising is a misnomer because if those of us responsible for the success of the sales program felt that our advertising was a cost, we would be inclined to give it up because we, too, are interested in reducing costs."

"But what we are paying for is the job that advertising is doing—that job being to get Mr. and Mrs. John Q. Public to buy our item and to get the doctors, dentists, nurses, and druggists to recommend our items."

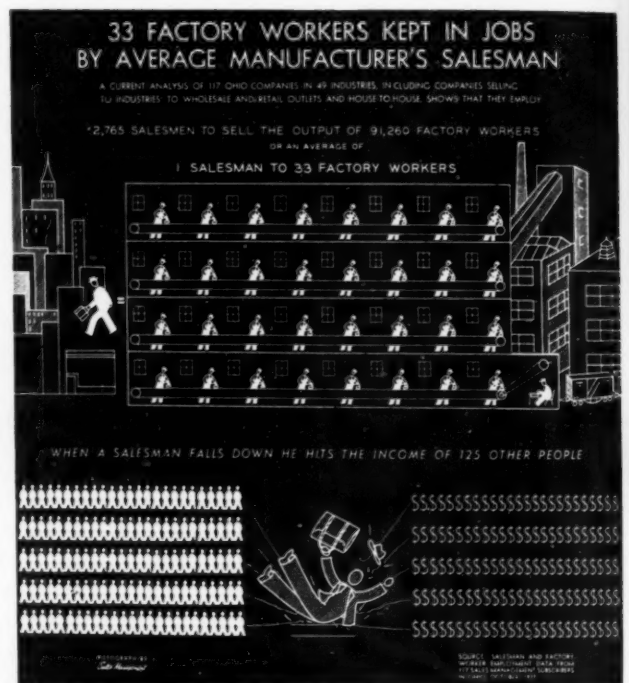
"Advertising is an investment so far as we are concerned. When you criticize the cost of sampling the medical and dental profession you are really talking about an immediate out-of-pocket outlay that we have to make. We in the Sales Department do not think of it as a cost; we figure it as an investment, just as we figure salesmen's time, or an accounting machine, a machine for the factory, or the cost of operating our chemical research laboratory."

And was his face red when the lawyer director said: "That sounds very logical; why didn't you ever tell us that before?"

ONE SALESMAN TO THIRTY-THREE FACTORY WORKERS. Our Editorial Department has had several inquiries recently on the number of salesmen employed pre-war and the number required for the post-war period. Relatively little independent research work seems to have been done on this big problem. The Governmental Census figures are valuable but fall short of giving the required answers to most readers because the break-down is not sufficiently precise. To the Census enumerator a salesman may be a clerk behind the counter, a laundry driver, the seller of a service, a salesman for a security house, a peddler, a wholesaler's salesman, or a manufacturer's salesman.

Most of our readers are interested primarily in the category of manufacturers' salesmen—and particularly interested in the number of salesmen they will require to handle a given volume of business.

Any Census taken at this time on the number of salesmen would be decidedly misleading, because so many companies are unable to do any selling, and those whose businesses continue to be pretty much like pre-war are operating with greatly depleted sales forces. SM therefore has no current data, but in answer to those subscribers who have inquired and to others who may be interested, we are reproducing herewith a pictograph published in 1937 and based upon salesman and factory worker employment data gathered from 117 SM subscribers in Ohio



in the month of October, 1937. Ohio is used more often than any other state as the "typical" state and these employment data may be quite typical because the list was very carefully built to include a fair representation of small, medium, and large companies.

The figures show that 33 factory workers are kept in jobs by the average manufacturer's salesmen. The services of 2,765 salesmen were required to sell the output of 91,260 factory workers. Taking an average of 3 1/2 people in a typical factory worker's family, this means that when a salesman falls down he hits the income of 125 other people directly, and probably an even larger number indirectly.

What this means post-war may be deduced from the study of the National Association of Manufacturers, which is referred to in the Significant Trends Department of this issue. That organization, currently surveying typical manufacturers throughout the country, predicts that post-war American factories will give employment to around 15,000,000 people. Using the average of one salesman to every 33 factory workers, this would call for a required manufacturer's sales force of 455,000 men and women.

SALES MANAGEMENT